

Austria	Switzerland	Indonesia	Rp3100	Pakistan	Rupee
Bahrain	Bulgaria	Iran	Rs3100	Papua New Guinea	Papua New Guinea
Belgium	Bosnia and Herzegovina	Malta	Rs4,200	Poland	23,000
Cyprus	Croatia	Italy	Rs6,200	Portugal	Es165
Denmark	Cosovo	Latvia	Rs8,000	Qatar	Qr100
Egypt	ESwatini	Lithuania	Rs10,000	Spain	Rs10,000
Finland	FMland	Lithuania	Rs10,000	Singapore	S\$6,10
France	FRY&L	Lithuania	Rs10,000	Spain	Rs10,000
Germany	Germany	Malta	Rs10,000	Spain	Rs10,000
Greece	Greece	Morocco	Rs10,000	Spain	Rs10,000
Hong Kong	Hong Kong	Monaco	Rs10,000	Spain	Rs10,000
Iceland	Iceland	Morocco	Rs10,000	Spain	Rs10,000
India	India	Monaco	Rs10,000	Spain	Rs10,000
Indonesia	Indonesia	Morocco	Rs10,000	Spain	Rs10,000
Iraq	Iraq	Morocco	Rs10,000	Spain	Rs10,000
Ireland	Ireland	Morocco	Rs10,000	Spain	Rs10,000
Italy	Italy	Morocco	Rs10,000	Spain	Rs10,000
Japan	Japan	Morocco	Rs10,000	Spain	Rs10,000
Lebanon	Lebanon	Morocco	Rs10,000	Spain	Rs10,000
Malta	Malta	Morocco	Rs10,000	Spain	Rs10,000
Morocco	Morocco	Morocco	Rs10,000	Spain	Rs10,000
Portugal	Portugal	Morocco	Rs10,000	Spain	Rs10,000
Spain	Spain	Morocco	Rs10,000	Spain	Rs10,000
Sri Lanka	Sri Lanka	Saudi Arabia	Rs10,000	Spain	Rs10,000
Sudan	Sudan	Saudi Arabia	Rs10,000	Spain	Rs10,000
Switzerland	Switzerland	Saudi Arabia	Rs10,000	Spain	Rs10,000
Yemen	Yemen	Saudi Arabia	Rs10,000	Spain	Rs10,000

FT No. 31,192  
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EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

Friday July 6 1990

G-7 DEBT TALKS

Ready to forgive  
but not forget

Page 20

D 8523A

## World News

### Soviet party leaders get blame for ethnic unrest

The Soviet leadership came under renewed fire in Moscow from Communist Party delegates who accused it of stirring up nationalistic sentiment and ethnic conflict.

The main butt of angry conservative critics was Alexander Yakovlev, the Politburo member responsible for international affairs and a close ally of Soviet leader Mikhail Gorbachev. Page 22

**Blow to Kosovo**  
Yugoslavia's biggest republic, Serbia, dissolved the parliament and government in Kosovo in its harshest blow yet to the autonomy of the predominantly ethnic Albanian province. Page 3

**Havel re-elected**  
The new Czechoslovak parliament re-elected former dissident playwright Vaclav Havel, 53, as president for a two-year term. He later took the oath of office. Page 2

**Oil strikes crumble**  
Wildcat strikes on Norway's North Sea oil and gas platforms began to crumble after workers on the big Ekofisk field decided to return.

**'Abyss of horrors'**  
A senior Soviet Communist Party official said a special committee set up to rehabilitate Stalinist victims had uncovered an "abyss of horrors". He promised survivors: "We shall take this matter to the end."

**Missing accent**  
The French Academy, which polices the country's linguistic purity, pronounced the death sentence on the circumflex, the hat-shaped accent which shortens the pronunciation of vowels. It will not be used in schools after 1991.

**\$1m Renoir stolen**  
The Slim Renoir portrait La Femme Assise was cut from its frame at the Louvre during daylight hours. Five smaller Paris museums were closed after a spate of thefts.

**Mecca victims**  
More than 1,000 pilgrims from Indonesia and Turkey were among the 1,495 crushed to death near Mecca on Monday.

**Absentee boss**  
The sister of executed Romanian dictator Nicolae Ceausescu was paid for 12 years as supervisor at an electrical goods factory but never turned up for work, a Bucharest court was told.

**Record price**  
The Italian-made, 18th century Badminton Cabinet fetched £2,500 (£12,500) at a Christie's auction in London, a record for a piece of furniture.

**Dogs on the dole**  
Dogs must be looked after at public cost when their owner is in jail. A Swedish court has ruled. It ordered a welfare office to pay kennel fees for two dogs while their master serves a three-month sentence.

## Weekend FT

**Tomorrow: Why are British home owners profligate and Germans thrifty?**

**Food and wine — an authentic taste of Austria**

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Energy: Greek islanders cannot bear geothermal power

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Management: Typewriter maker Smith Corona hits the wrong key

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## Business Summary

### Mannesmann to raise DM700m in rights issue

By Robert Mauthner, Philip Stephens and Mark Nicholson in London

Mannesmann, West German engineering group, plans to raise DM700m (\$425m) in a one-for-10 rights issue, its second major rights issue within eight months. The cash from the latest issue will go towards projects in East Germany and the building up of production abroad, especially in the US. Page 23

**COFFEE:** London's September robusta contract closed at £597 (\$1,026) a tonne, up £5 on the day and £30 on the week. Commodity, Page 33

#### Coffee

2nd position futures (£ per tonne)

Date	Price (£ per tonne)
June 1	550
June 15	570
June 29	600
July 6	580

**JAPAN** released a 10-year grand plan for industrial and social development which focuses on the individual and envisages an expanded international role. Page 6

**GKN**, automotive components group, could become one of first British companies to enter a joint venture in East Germany. Page 4

**WORLD TEXTILE** industry experienced sluggish trading in the opening months of the year, according to International Textile Manufacturers Federation. Page 4

**CHINESE** consortium of companies has cut its proposed one-third equity stake in a new international airport being built in Portuguese enclave of Macau. Page 6

**ROBERT BOSCH**, West German automotive equipment group, expects slower growth in turnover in 1990 after last year's rise of 10.5 per cent to DM30.6bn (\$16bn). Page 23

**FARROW** Corporation, privately owned Australian company which owns a group of building societies, may be sold as a going concern. Page 24

**GOLD FIELDS** of South Africa (GFS), country's second largest mining house, announced plans to cut up to 5,000 jobs, in its gold division. Page 23

**FIVE** West German utilities have launched a counter-bid to take over East Germany's electricity supply industry. Page 25

**BRAZIL**'s president arrived in Buenos Aires to pursue a plan integrating Argentina and Brazil into a common market by 1990. Page 4

## Bush calls for Gorbachev to address Nato leaders

for Nato outlined by President Bush were the strengthening of the Conference on Security and Co-operation in Europe (CSCE) so that it would become one of the main pillars of a new east-west security structure.

Mr Bush said the conclusion of conventional force reduction talks in Vienna expected at the end of this year should be followed immediately by a new round of talks to secure yet further cuts.

He said the US was prepared to withdraw all its nuclear artillery shells from Germany by the time all Soviet forces stationed in eastern Europe had returned home.

Another important element of the assurances to be offered by Nato to the Soviet Union will be a replacement of Nato's strategy of flexible response, under which member countries reserve the right to use nuclear weapons if they are unable to halt an attack by conventional means.

Mr Bush's proposal to make nuclear arms "weapons of last resort" did not meet enthusiasm from all member countries. President Francois Mitterrand of France and Mrs Margaret Thatcher of the UK Prime Minister, both felt the value of nuclear weapons as a deterrent to war might be undermined by the new formulation.

Mrs Thatcher told the meeting that Nato should never say "no" to the first use of nuclear

Kohl offer on troop levels in a united Germany. Page 3

Continued on Page 22

Among the main objectives

of the summit

yesterday: reaching out to old adversaries

George Bush in London for opening session of the Nato summit

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## EUROPEAN NEWS

## W Berlin mayor warns of mass unemployment

By Leslie Collett in Berlin

MR WALTER MOMPET, the mayor of West Berlin, warned that insufficient West German aid for the ailing East German economy could produce long-term mass unemployment.

Speaking in the presence of Mr Helmut Haussmann, the West German Economics Minister, the mayor criticised as "inadequate" West German measures to help East German companies compete in the market-place. Incentives for West German industry to invest in the east were also lacking, he said.

Mr Mompert called for investment incentives similar to those which existed for West Berlin. "The danger exists that all too large parts of the GDR economy may have to close down and that not enough investments will be made," Mayor Mompert warned.

East Germany would only become a lucrative market if enough good-paying jobs were created. He also urged Bonn to launch a programme to finance the re-training of East German workers.

The mayor said a united Berlin would require more West German aid in the next few years and not less, as was widely assumed.

West Berlin receives more than DM20bn (\$11.9bn) annually in financial support from Bonn. Aid for a united Berlin was like structural aid to the distressed coal, steel and shipbuilding industries, he argued.

Mr Haussmann, however, emphasised that a law would be passed this year on the phasing-out of subsidies to West Berlin over a seven-year period. In his remarks, the



Mr Walter Mompert

## East Europe warned over fast economic change

AMERICAN economist Mr John Kenneth Galbraith urged east European governments yesterday to take their time in moving towards market-based economies and warned against allowing foreign investors to take over their industries, Reuters reports from Brussels.

The retired Harvard economics professor rallied against the "primitive ideology" of western capitalists who advocated unemployment, inflation and slashed living standards as crucial therapy for the ailing, formerly Communist-run economies.

"This, I choose my words carefully, is insanity," Mr Galbraith, a Democrat and adviser to the late president John Kennedy, told a conference on central and east European economic reforms.

Urging "careful economic action...as the necessary design for reducing human suffering and despair," Mr Galbraith noted it had taken western Europe almost a decade to restore its industry after World War Two - a task he said was less complex than the challenge now facing eastern Europe and the Soviet Union.

"Let it not be a criticism of this transition that it is done gradually and with thought," he said. "Sudden action...is for those who do not themselves suffer, do not think before acting, who proceed by formula.

In a veiled attack on the privatisation programmes planned by some east European governments, Mr Galbraith said it was irrelevant whether the state controlled or the metal workers' union demand for higher wages and a reduced working week.

Negotiations between the union and the new employer federation collapsed earlier this week on a new wage pact.

mayor emphasised that this should not begin before 1993.

Mr Mompert urged that the second state treaty between East and West Germany, for which negotiations begin today in East Berlin, must establish Berlin as the future German capital and seat of government.

He called for a halt to all further West German spending on public buildings in Bonn, noting that this was "throwing away money."

• Thousands of workers in seven large companies in Leipzig held a 30-minute warning strike yesterday in support of the metal workers' union demand for higher wages and a reduced working week.

Negotiations between the union and the new employer federation collapsed earlier this week on a new wage pact.

THE European Commission yesterday announced that it would spend a further Ecu80m (270m) on five programmes promoting training, private enterprise and farming in Poland and Hungary.

This brings money committed from the European Community budget to eastern Europe so far this year to Ecu240m (317m) out of the total of Ecu300m available for this purpose in 1990.

However, the overall aid programme funded by the Group of 24 western aid donors and

## World Bank to play reduced role in eastern Europe

By Stephen Fidler, Euromarkets Correspondent

THE World Bank will play a progressively smaller role in providing resources for east Europe as the European Bank for Reconstruction and Development enlarges its operations, according to a senior World Bank official.

But Mr Moeen Qureshi, senior vice-president for operations, said that in the meantime the Bank could pump an annual \$2bn-\$2.5bn in new loans into east Europe over the next three years.

In the financial year ended June 30, the Bank's loans to east Europe totalled \$1.8bn. He said lending would focus more on the public sector than the new EBRD, which has to devote 60 per cent of its resources to encouragement of the private sector.

Some of this would be in the form of structural adjustment loans. Much of the rest would support environmental developments, energy and agriculture projects.

"We don't see east Europe taking a major part of the World Bank's resources," he told journalists in London, pointing out that the region's population of some 140m people was equivalent to that of Brazil.

The Bank announced yesterday that total lending commitments by the Bank itself and its soft-loan affiliate, the International Development Association, dropped slightly last year to \$20.7bn from \$21.3bn.

The IDA's portion rose to \$5.5bn from \$4.9bn.

But actual disbursements rose to \$14bn from \$12.3bn in the previous fiscal year.

Disbursements net of repayments rose significantly, to

\$5.8bn from \$1.9bn.

THE European Commission has given, lent or pledged some Ecu1bn to Warsaw and Budapest.

The new projects will give Ecu50m to foster private agriculture in Poland and Hungary, Ecu25m to help Polish small business with imports, Ecu5m to help the Hungarian privatisation agency with training and preparing companies for sale to foreign bidders, and Ecu18m to encourage higher education exchanges with Poland and Hungary in the TEMPUS scheme.

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Bringing in an outsider is clearly designed to ease concerns about pan-German monopolies developing.

But in Mr Leyens, Treuhand has in effect chosen the nearest to a German businessman that a foreigner could be.

In fact, this Anwerp-based tycoon has just penned some prescriptions in his latest book, called 'Europe after Communism,' in which he argues that east Europe must not now give way to unbridled capitalism, but should rather aim at a "social market economy."

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## EUROPEAN NEWS

Chancellor seeks to ease Soviet Union's fears about Nato membership

## Kohl offer on troop levels in united Germany

By Mark Nicholson

BONN IS willing to negotiate limits on the size of troop levels in a united Germany, Chancellor Helmut Kohl said yesterday, in a move designed to calm Soviet fears about membership of the Atlantic alliance after unification.

But he made clear at the opening of the Nato summit in London that the forces of a united Germany should not be "singularised" in any troop reduction talks. They would be negotiable only if ceilings were discussed for all European armed forces, he said. The negotiations should take place in the current round of Conventional Forces in Europe (CFE) talks.

Those talks in Vienna between Nato and the Warsaw Pact at present embrace only US and Soviet troop levels. Although their scope was expected to be broadened in a subsequent round of talks, commonly called CFE2, Mr Kohl's proposal opens the possibility that German and other European troop levels will be discussed in the present round.

Mr Kohl underscored the "unqualified commitment" of a united Germany to the alliance and opened his speech with a grateful acknowledgement of Nato's historic role in pursuing the goal of unification.

He stressed that "the future Germany within the Atlantic

in this context he would also



Chancellor Helmut Kohl arrives at Lancaster House yesterday for the Nato summit

back a Nato declaration of non-aggression or renunciation of the first use of force. But he said he would prefer any such document to be adopted formally at the CSCE summit due later this year. The summit, for which no date has been set, will also oversee the signing of an eventual agreement in the present CFE round.

Mr Mitterrand restated France's preference for the CFE to be concluded under the broader political umbrella of the Conference on Security and Co-operation in Europe (CSCE). He opposed anything which "artificially perpetuated" block-to-block relations, which he said no longer reflected reality.

However, there was some reported French unease at Mr Bush's proposal to refashion Nato's present "flexible

response" doctrine towards the use of nuclear weapons only as a "last resort."

Nato's nuclear doctrine should be unambiguously based on deterrence, Mr Mitterrand said. "I do not think an open conflict can escape from its logical progression, namely ever greater use of arms, until the atomic bomb."

## Thatcher tries to persuade Nato to keep its guard high

By Philip Stephens, Political Editor

THE BRITISH Prime Minister, Mrs Margaret Thatcher, recognised at the outset yesterday the dilemma facing the Nato alliance.

The crumbling of Soviet power in eastern Europe and the virtual elimination of Moscow's potential to launch a surprise attack meant that western electorates were impatient for the proposed "peace dividend," she said.

The task of the 16 alliance leaders at this week's London summit was to ensure that those legitimate aspirations were balanced by a more sober recognition that if the Soviet threat had diminished it had not disappeared. That meant accepting the risk that they would be cast in the role of "cold warriors."

Ever cautious, she insisted that "a wise man guards against the future as if it were the present." That meant that the focus of the alliance's review of its new military strategies should focus on what it needed rather than on what to discard.

But if there was little disagreement between the

leaders on the need to strike a new balance it was also clear that the fulcrum for Mrs Thatcher is much closer to Nato's traditional role than for many others.

While President George Bush won support for his proposed Nato commitment that nuclear weapons would be only used as a "last resort," Mrs Thatcher warned that it must not be allowed to undercut the present alliance doctrine of "flexible response."

The Soviet Union, she said, was still building six tanks and two attack aircraft every day. All were agreed on the need to support President Mikhail Gorbachev but equally they could not ignore the continuing build-up of Soviet military might.

The caution was reflected also in her insistence that the next round of talks in Vienna on reducing conventional forces in Europe (CFE) should focus on reductions in manpower rather than additional cuts in equipment.

Similarly, Mrs Thatcher is ready to see reductions in forward-based short-range nuclear weapons, but remains vehemently opposed to the "zero" option favoured by Chancellor Helmut Kohl.

Mr Kohl's suggestion that the European forces might be included in the present round of CFE negotiations, and a proposed joint Nato/Warsaw Pact declaration of non-aggression brought an equally sceptical response from the British host.

Mrs Thatcher was not isolated. President Francois Mitterrand — for different reasons — was hesitant about the idea of signing a joint declaration with a Warsaw Pact which is already crumbling.

Her repeated insistence that American forces must remain the pillar of the alliance's defences in central Europe is part of the conventional wisdom.

The Prime Minister has also adapted her own stance. She recognised at last month's Nato foreign ministers' meeting the need for alliance to supplement its military role with a much wider political responsibility. Yesterday, there

was no mention of her staunch conviction that Germany had to be prepared to accept a new generation of air-launched nuclear missiles.

Events, however, still appear to be moving much faster than Mrs Thatcher. Today's final

communiqué — based on a draft presented by President Bush and supported strongly by Chancellor Kohl — is expected to show that her colleagues are far less willing than she is to risk being dubbed cold warriors.

## Yugoslavian fabric threatens to come apart at the seams

By Laura Silber in Belgrade

YUGOSLAVIA'S fragile unity faces a severe challenge following the recent declarations of independence from Slovenia, the most developed republic, and the autonomous province of Kosovo, the country's poorest region.

The Slovene statement, issued by its parliament, brings the republic one step closer to defining its relations with the Yugoslav federation and could possibly lead to secession.

It says that Slovene laws should take precedence over federal laws and follows previous calls for greater autonomy by the centre-right coalition government in the republic which last April ousted the reform Communists from power. The Slovene government, determined to show that the talk about independence is more than election rhetoric, is now taking measures to legalise the sovereignty of the Slovene parliament, but has so far stopped short of secession.

The ethnic Albanian stance is less radical than the Slovene in that the Albanians are seeking autonomy within Yugoslavia. Kosovo's 1.8m Albanians are seeking independence from Serbia, Yugoslavia's biggest republic. The Serbian authorities fear that, given increased

fully into Serbia, to be blocked by the ethnic Albanians. This was confirmed yesterday when the Serbian authorities dissolved the province's parliament.

A new Serbian law, which was adopted last week, gives Yugoslavia's biggest republic carte blanche in special circumstances in Kosovo. This would include the unprecedented move whereby Serbia now has control over Kosovo's laws and the use of police force.

The ethnic unrest left 60 Albanians dead in the past 18 months in protests against Serbian control of the province. But, since February, Albanian opposition leaders have appealed to the province's Albanians to refrain from demonstrations and to use political institutions to avoid bloodshed. The establishment last Sunday of a Democratic Forum has precisely this aim in mind.

This forum may become a substitute for the government, which has no popular backing among Albanians. The danger exists that, faced with reduced political options over Serbian plans to integrate the province, Albanians may take to the streets, frustrated in their quest for autonomy. Demonstrations would inevitably result in violent clashes with the Serbian police.

## Working women get raw deal, says study

WOMEN workers in the European Community get less work than they want, are underpaid and are often overqualified for the jobs they do have, a study unveiled by the EC's Executive Commission yesterday showed, Reuter reports from Brussels.

Women in the EC have to take part-time jobs when they would rather work full-time and they are usually paid 25 per cent less than their male counterparts, the study reported.

EC Social Affairs Commissioner Ms Vassou Papandrea

told a news conference that 2m out of 5m new jobs created in the Community from 1985 to 1988 were part-time, and that 60 per cent of them want to work full-time.

"It is not that women actually opt for a part-time job. On the basis of our research a great majority of the women employed would prefer a full-time job," Ms Papandrea said.

"But even women who are trying to find a full-time job cannot find such a job, so they have to make do with a part-time job," she said.

France axes circumflex and hyphens

FRANCE'S language police pronounced the death sentence on the circumflex yesterday. Reuter reports from Paris.

Circumflex accents and hyphens linking many compound words will not be used in schools after 1991, adding to last month's raid on accents and dashes. The reforms affect about 1,200 words.

The circumflex is the hat-shaped accent which shortens the pronunciation of vowels. French purists are likely to launch a campaign to oppose the changes.

## Italy plans to review pay policy as strike looms

By John Wyles in Rome

THE Italian government was last night preparing the ground for a tripartite meeting with the trade unions and representatives of private industry aimed at heading off next Wednesday's one-day general strike.

During the last three days Mr Claudio Martelli, the Socialist deputy prime minister, and senior colleagues have sounded out both sides on a proposal aimed at launching full-scale negotiations in the second half of next year on a new system for determining pay increases and reforming wage indexation in both the public and the private sectors.

Confindustria, which represents private industry, is known to have serious reservations. But the employers may have to negotiate on them for lack of broad political support for their decision to pull out of the *scala mobile* wage indexation system and to halt pay talks in the engineering and chemicals industries.

Employers in retailing and a variety of service sectors have reaffirmed their adherence to the *scala mobile* while the Socialist Party has publicly backed the trade union strike call. Moreover, the Senate is expected to pass legislation today which will prolong the *scala mobile* another year.

The employers are trying to corral the unions into a new pay bargaining system which diminishes the importance of wage indexation (the *scala mobile* compensates for about 40 per cent of the inflation rate) and relates pay increases to productivity. They also want the government to reduce their burden of social welfare payments which are among the highest in Europe.

## Polish agriculture minister resigns

By Christopher Bobinski in Warsaw

that the demands were "leading up a blind alley." Farmers are threatening widespread protests on Monday if the talks fail to bring results.

Mr Janicki, a member of the Polish Peasant's Party (PSL), was brought into the Government as a result of last year's compromise whereby his grouping switched allegiance from the Communists to Solidarity in exchange for the farming portfolio.

The PSL, with around 70 seats in the 460-member parliament, is still formally a member of the ruling coalition. However, its present leader under Mr Roman Bartoszczek this week adopted a radical stance. It has directed its deputies in today's debate to press for important changes in economic policy to favour agriculture, thus putting the grouping into opposition to the Government's International Monetary Fund-approved stabilisation programme.

## Brussels and Moscow agree energy plan

By David Buchan in Brussels

BOTH the European Commission and Soviet diplomats in Brussels yesterday endorsed the idea of a Europe-wide energy community in which EC companies would help the Soviet Union exploit its oil and gas reserves.

Mr Frans Andriessen, the EC external affairs commissioner, said that "given the immense dimension of the problem (of helping the Soviet Union), we have to do it on an economic basis," such as that suggested by Prime Minister Ruud Lubbers.

Soviet diplomats also welcomed the Lubbers plan as according with "our vision of the solution to Europe's energy problems." Pan-European co-operation would help their country improve the efficiency of extraction and consumption, they said.

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## AMERICAN NEWS

## Brazil to begin debt talks with commercial bankers

By Christina Lamb in Brasilia

BRAZIL plans to begin one-to-one talks with creditor commercial banks this month to discuss ways to reduce its foreign debt. But the Government has ruled out debt-equity swaps as a possible mechanism in the near future as detrimental to its anti-inflation push.

As a first step, Mr Jorio Dalster, Brazil's chief debt negotiator, has invited 40 to 50 commercial banks to Brasilia to talk individually. The banks are suspicious at what they see as an attempt to weaken the creditors' advisory committee through which negotiations are usually conducted. But Mr Dalster emphasised: "These are technical consultations, not negotiations. We want to identify the best means of debt reduction so that, when it comes to presenting a Brazilian proposal, we'll be close to what the banks want."

Of the options under study, he said: "We prefer to convert mature debt into privatisation certificates, preferably through auction, as this is non-inflationary." However, Brazil's privatisation programme has been delayed and Mr Dalster is not yet clear what discount rate will be given.

"Conversion operations are only possible when our monetary position has been really stabilised, and has stayed stable for at least three to six

months," said Dr Antônio Sochaczewski, Brazilian Central Bank head of foreign exchange and international affairs.

Talks with the IMF to reach a pact on official debt, which Brazilian officials say must be a first step to renegotiating the total foreign debt of \$115bn, have been delayed. Ms Zélia Cardoso, Economy Minister, said this week: "No one is saying we won't pay our debt, but our priority is internal."

Brazilian foreign exchange reserves stand at \$7.5bn, the highest level in recent years, according to the Central Bank yesterday. This is apt to make foreign creditors all the more impatient with Brazil's continued undisclosed moratorium on interest payments.

Brazil suspended interest payment on medium and long-term debt to private banks (around \$63bn of the total) last July, after foreign exchange reserves had dropped to a low of \$5.56bn. But it continued paying interest on trade lines, which are vital for financing exports and imports. These lines were worth \$15.5bn at the end of 1989, according to Central Bank figures.

On taking office in March, President Fernando Collor announced that debt service payments would be limited to a maximum \$5bn this year. Yes-

## Brazil claims spending success

BRAZIL'S radical economic adjustment programme has succeeded in turning a deficit on public spending and revenue into a surplus, said Ms Zélia Cardoso de Melo, Economy Minister, claiming that an 8 per cent shortfall had become a 1 per cent surplus, writes Christina Lamb.

The programme relies on fiscal and monetary tightening, and on opening business to foreign competition. Inflation was cut from 84 per cent to 3 per cent a month, but it has been rising lately and the latest figure for June puts it at 11 per cent.

However, the minister insisted the plan was on course: "We will soon see a turnaround in

the economy and a fall in prices. We are working on the hypothesis that inflation will fall from mid-July."

Ms Cardoso denied recent reports that the money supply was back to pre-plan levels of 24 per cent of gross domestic product. Mr Antonio Kandir, her chief policy-maker, claimed that the Government's draconian measures to control money supply through a freeze on banked assets and savings, had succeeded and that monetary limits were on target.

"There is now only one third of the money in circulation there was when President Fernando Collor took office in March - about the equivalent of \$55bn," he said.

## Pacific may have warmed the earth

WEATHER CHANGES caused by unusual Pacific ocean currents may have led scientists to overestimate how much the Earth has warmed in recent decades, according to a new study, AP reports from Washington.

But global warming may have helped cause those changes in the ocean, the author says.

Mr Jim Angell of the National Oceanic and Atmospheric Administration has calculated the amount of global

warming associated with El Nino events over the last couple of decades.

Subtracting the ocean effects reduces the global warming by one-fourth between the 1960s and the 1980s, according to Mr Angell's report, being published today in *Geophysical Research Letters*, a journal published by the American Geophysical Union.

But he cautions against quick conclusions.

It may be that part of the increase in global warming is a

result of the strength of El Nino events in the 1980s but global warming may have led to more and stronger El Ninos, Mr Angell said in a telephone interview.

Many scientists worry that increasing carbon dioxide and other gases in the atmosphere will act like a greenhouse.

Scientists have estimated that the layer of air closest to the Earth warmed by 0.33 degrees Celsius (0.59 degrees Fahrenheit) between the 1960s and the 1980s.

## Hormones shown to reverse ageing process

By Alan Friedman  
in New York

A GENETICALLY engineered human growth hormone has been shown to reverse key aspects of the human ageing process, according to a study reported in yesterday's issue of *The New England Journal of Medicine*.

The Collor administration is

try to make clear its debt strategy, but is hoping its economic reforms will give Brazil a sympathetic hearing. Mr Dalster explained: "We want to end the contradiction in the way our economy was expected to work. People would complain about our subsidising exports, but we had to produce a surplus on trade every year, just to service the debt. Now, instead of having the debt tail wagging the economy dog, we want to establish how much we can pay on a non-inflationary basis."

Mr Dalster, who is regarded by bankers as a formidable negotiator, said a token payment is "not presently on the table. If we are \$5bn in arrears and pay \$200m, what difference does it make? If token payments are signs of readiness to negotiate, well I can tell you, today that we are willing."

## Jamaica's old guard under threat

The end of a political era is now in sight, reports Canute James

POLITICAL leadership in Jamaica, dominated for the past 20 years by two men, is facing the prospect of change. Mr Michael Manley, the Prime Minister, is ill and will be out of office for several months. There are strong indications that he will step down within the next 18 months.

If Mr Manley does step down, the PNP is unlikely to have a problem in naming a successor.

For the Island of 2.3m people, where politics has traditionally been vibrant to the point of violence, any change in leadership would mark the end of an era begun in the late 1950s, in which all matters political have been built around the personality of the party leaders.

For Mr Manley's social democratic People's National Party and the conservative Labour Party, the heirs apparent do not appear capable of imposing the degree of dominance of either of the current leaders.

Mr Manley, aged 65, has had to contend with several bouts of illness over the past five years. He was scheduled to have an operation last month to remove a cancer from the prostate, but the surgery has been set back by an attack of pneumonia. The Prime Minister was rushed to a Florida hospital for treatment, and his release and return to Jamaica was delayed by more operations to remove blood clots from his leg.

The Prime Minister has now returned home but will he need prolonged rest to allow him to recover fully before the operation to remove the cancer. This suggests that Mr

Manley will be unable to carry out his official duties for several months. There had been earlier suggestions that Mr Manley, who took office 16 months ago for a third, non-consecutive term, would step down before the next election, scheduled for 1994.

If Mr Manley does step down,

the PNP is unlikely to have a problem in naming a successor.

The study, co-ordinated by

Dr Daniel Rudman, a geriatrics specialist at the Medical College of Wisconsin, follows two years of clinical trials on 21 healthy men aged between 61 and 61. It shows that the injection of human growth hormones can:

• Reduce body fat by 15 per cent.

• Strengthen and stimulate the growth of lean body mass, including muscles, by 9 per cent.

• Give skin a youthful thickness.

• Help rebuild shrunken vital organs such as the heart and kidneys.

• Increase the level of a growth-stimulating hormone in the blood to that of people under the age of 40.

Dr Rudman, while warning that the growth hormone "is not a fountain of youth," nonetheless predicted that the genetically reproduced hormone would be used in future on both a short-term and long-term basis.

The short-term use would be to strengthen the body compositions of frail and elderly patients who are facing major surgery or other medical problems that cause weakness.

Commenting on the longer term Dr Rudman said: "It is possible that some of the progressive change in body composition that occurs as we age could be slowed down by the use of the human growth hormone."

Until now the only use of genetically reproduced human growth hormone, which is made by drug companies Genentech and Eli Lilly, has been to counteract dwarfism in children.

Dr Rudman said that side-effects of the human growth hormone - such as the enlargement of the face and hands, arthritis or diabetes - depended upon the dosage used.

Other experts said more research was necessary.

"This is a very preliminary finding. We are not ready to recommend growth hormone for all of the ageing people in the world," said Dr Axel G. Feller of Chicago Medical School, a co-author of the study.

The "gang of five" senior officials who are leading the revolt against Mr Seaga, who just turned 60, emerged from a bizarre development in which "spies" were alleged to have been used to record the conversations of party officials critical of Mr Seaga. Questions within the party over Mr Seaga's style of leadership (more than slightly autocratic,

ened. Mr Seaga accused the five of leaking information to the press. "We cannot allow some members to put themselves up by pulling the party down," he said.

Mr Seaga, who was returned unopposed as leader (the rebels refused to be nominated for any positions) said he had been elected party leader 17 times, and that there was no need for a public opinion poll to decide who should be the leader.

Although the rebels have repeatedly pledged loyalty to the JLP (but not to Mr Seaga) there have been suggestions that they may eventually create their own party. This would reduce the JLP's chances of winning previously safe constituencies, but it would clarify the line of succession within the JLP. By all indications, Mr Bruce Golding, the shadow finance minister and chairman of the party, is being groomed by Mr Seaga as a successor.

Whether a healed Mr Manley or a defiant Mr Seaga remain as party leaders or are succeeded, the prize for the occupant of the Prime Minister's office is the less than attractive prospect of dealing with the troubled economy.

Although GDP growth last year was 4.5 per cent and is expected to fall only moderately to 3% this year, the immediate need is to meet quarterly performance criteria agreed with the International Monetary Fund. The Fund is now considering a request for a waiver of a condition which was not met. A change in the agreement could bring new and more difficult economic measures which would be a test for any new leader.

## Argentina steps up pressure for public sector efficiency

By Gary Mead in Buenos Aires

ARGENTINA has announced a series of fresh stringency measures for the state sector, as part of a continuing programme to slash the country's fiscal deficit.

Mr Diego Estévez, Undersecretary for Public Works, has given state-owned companies 45 days from July 1 to draw up an optimum structure for their operations, detailing numbers of employees on the payroll and their functions.

In the second half of this year, all such companies will be expected to show operating surpluses in their budgets. If, within 60 days, the management of the companies involved fail to show good reason for not having achieved such surpluses, they will be fired. The only exception is the railway network, Ferrocarriles

Argentinos (FA), which will continue to receive Treasury support.

However, President Carlos Menem this week confirmed the existence of a World Bank proposal to re-structure the FA. According to leaked reports, this could mean the dismissal of 27,500 workers (22 per cent of the total).

FA has long been one of the greatest drains on public funds, daily losing the equivalent of almost \$2m.

In the latest round of cuts, Encotel, the nationalised postal service, is to have 32 branches closed and the buildings sold for an estimated 2.2bn australis (\$500,000 at current rates).

The state shipping line ELMA will have one central Buenos Aires office closed and sold.

## Honduran strikes spread in anti-reform drive

By Tim Coone in Managua

A WAVE of strikes in Honduras, which began last month in the state hospitals and spread to the mail service and the country's banana plantations, is on the verge of becoming a general strike.

Most of the trade union federations yesterday threatened a general stoppage unless a rapid solution were found to the hospital dispute.

The hospital strike began three weeks ago in protest at the health sector privatisation plan of the government of President Rafael Callejas. Postal workers then stopped work when the government laid off 400 employees as part of a broader austerity programme. This was followed 12 days ago by a strike of the 11,000 plantation workers of the Tela Railroad Company, a

subsidiary of the US-based United Fruit Company, who are demanding higher wages.

Other unions have since joined the strike wave as part of co-ordinated opposition to Mr Callejas's liberalising economic reforms, which have substantially increased the cost of living. The strikes have officially been declared illegal.

Senior military officers have warned that troops may be used to break strikes. The president said this week that a declaration of a state of emergency was not justified but was due to meet military leaders yesterday.

• In neighbouring Nicaragua, the Sandinista-controlled workers' federation stepped up work-to-rule action yesterday against the US-backed government's economic reforms.

## GKN plans motor parts venture in East Germany

By Charles Leadbeater, Industrial Editor

GKN, the automotive components and industrial services group, could become one of the first British companies to enter a joint venture in East Germany.

The company, which is a supplier to Volkswagen, is involved in discussions over a joint venture in East Germany which are expected to lead to direct investment by the end of this year.

GKN's move is a reflection of the pressure which component suppliers are under to follow the major vehicle manufacturers into eastern Europe. Component suppliers are increasingly basing their relations with vehicle manufacturers on their ability to match the global spread of their operations.

Mr Trevor Bonner, head of GKN's automotive division, said: "Vehicle makers have been among the first to react to the opening up of eastern Europe, and the components industry is under pressure to do likewise. Wherever our customers are involved, we have to look for potential involvement as well."

VW has told its main component suppliers it wants to produce cars in East

## Samsung 'dumped D-Rams'

By Michael Skapinker

REPRESENTATIVES of the European semiconductor industry have complained to the European Commission about alleged dumping of dynamic random access memory (D-Ram) chips by Samsung, the Korean electronics company.

The complaint follows an anti-dumping agreement reached earlier this year between the Commission and 11 Japanese D-Ram makers.

The accord provided for establishing a minimum price for D-Rams sold in Europe.

The European Electronic Component Manufacturers Association (EECA) alleges that Samsung, which was not a party to the agreement, took advantage of the minimum price to dump 256 kilobit and 1 megabit D-Rams in Europe, undercutting both Japanese and European manufacturers.

Mr Eckhard Runge, EECA's secretary-general, said the alleged dumping had now stopped. Samsung is selling chips at above the minimum price agreed with the Japanese companies.

EECA wanted Samsung to become a party to the anti-dumping agreement to avoid similar problems in the future, he added, but this was unlikely to happen until next year as the Commission would first have to verify EECA's complaint against Samsung.

## Collor and Menem seek closer economic ties

By Gary Mead in Buenos Aires

BRAZILIAN President Fernando Collor de Mello arrived in Buenos Aires yesterday to give fresh impetus to a rapidly developing plan to integrate the economies of Argentina and Brazil to form a common market by 1995. President Collor and his boss, President Carlos Menem, are due to sign 20 trade-related agreements during the two-day state visit.

The process of closer and freer economic ties was initiated in 1985 under former presidents José Sarney of Brazil and Raul Alfonsin of Argentina.

In November 1988 they ratified a nuclear co-operation agreement, but the impulse for accelerated agreement has rapidly shifted pace in the last few months.

Elections last year brought both Mr Menem and Mr Collor to office. Since taking over government both have committed themselves to programmes of economic liberalisation, unlike their predecessors, and they share a determination to implement far-reaching economic changes.

At the same time, the collapse of communist governments in eastern Europe and

the consequent greater competition for investment from the developed world, as well as the EC single market in 1992, are concentrating the minds of Argentina's and Brazil's governments on how best to boost the countries' chances of increased trade.

One of the accords to be signed is the mutual reduction of tariffs and export duties on 350 manufactured goods. A long-delayed ratification of an agreement on the two countries' motor industry is expected to be signed, which pro-

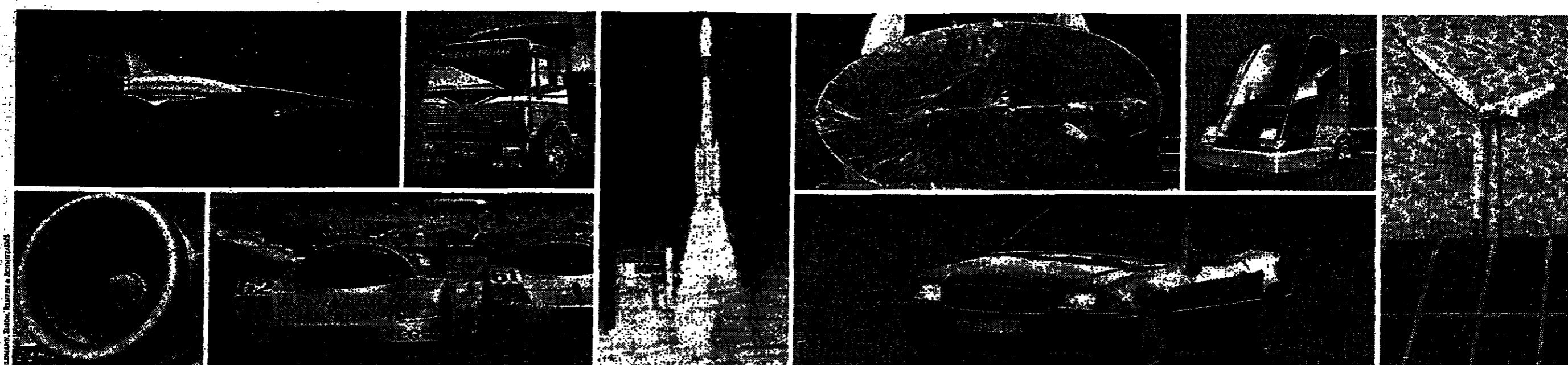
vides for annual trade of 10,000 vehicles from each from 1991.

It is expected that tariffs on 400 food items - double the current level - will be brought into line. Perhaps most significant of all, the two presidents, who enjoy a cordial relationship, may agree on shared representation in other international bodies besides the International Atomic Energy Agency.

In an interview yesterday in the mass-circulation daily Clarín, President Collor said Latin America "must achieve

# “He who does not go forward goes backward.”

Johann Wolfgang von Goethe



For Daimler-Benz, the 1980s were the best years in the history of motor vehicle manufacturing and marketing. And it is motor vehicle manufacturing and marketing that are at the very heart of the enterprise known as Daimler-Benz AG.

Yet this was also the decade that saw Daimler-Benz take an important step forward and become a diversified high-technology company. This restructuring has now been successfully completed.

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To strengthen our international presence, Daimler-Benz will soon be represented on the major stock markets of the world. The company's year-end 1989 financial statements have

already been structured to meet international standards.

To meet the needs of a growing market, Daimler-Benz will invest DM 30 billion in capital

spending over the next five years. Research and development investment during that same period will exceed DM 40 billion. This is the largest investment in the future ever planned by Daimler-Benz.

As a worldwide high technology company, Daimler-Benz is facing new challenges that will promote new growth and development opportunities for the company and our employees.

We at Daimler-Benz would like to thank our stockholders for the trust they have shown in the past, and for their confidence in the future of this enterprise. This confidence is a source of determination and strength - and the foundation on which Daimler-Benz will build for the 1990s.

Daimler-Benz Group	1989	1988
Employees (at year-end)	368,226 <sup>1</sup>	338,749
Domestic	298,199	268,277
Foreign	70,027	70,472
Sales (in millions of D-marks)	76,392	73,495
Domestic	29,562	29,094
Foreign	46,830	44,401
Balance Sheet Total	62,737	51,931
Non-Current Assets	20,084	17,342
Stockholders' Equity	16,966	11,323
Investments	7,620 <sup>1</sup>	7,007
Research and Development	5,494	4,744
Personnel Expenses	23,199	22,371
Net Income	6,809 <sup>2</sup>	1,702

<sup>1</sup> Including Messerschmitt-Bölkow-Blohm GmbH at year-end.

<sup>2</sup> Not comparable with 1988 figures because of non-recurrent income and expenses.

DAIMLERBENZ

## Japan's 10-year plan reaffirms role of individual

By Robert Thomson in Tokyo

THE Japanese Government yesterday released a 10-year plan for industrial and social development which focuses on the individual and envisages an expanded international role for the country.

Previous 10-year plans highlighted sectors such as chemical and heavy industry, but the more ambitious theme for this decade is "creating human values in the global age." The document defines the emerging responsibilities of Japan as an economic superpower.

The plan, intended as much for international consumption as for a Japanese audience, was prepared by an advisory council under the Ministry of International Trade and Industry (Mit).

While seen as a set of policy principles, the document does not commit the Government to any particular action and some recommendations merely embrace eternal truths such as the need for "the peoples of the world to recognise and accept each others' diverse values systems."

Japan will become a "new standard-bearer" for the world's economies, particularly in free trade, according to the document, which recognises that the country's growing economic might has produced mounting criticism.

The rapid growth and increasing global influence of Japan's economy has produced a reaction of growing anxiety, even fear, in the international community. The nations of the world are becoming more critical of Japan.

To counter that trend, it is recommending the Government "help other nations to comprehend easily all aspects of Japan's systems, procedures and customs."

Before exercising more influence in international developments, the Mit document concedes, Japan must first overcome internal contradictions, such as the decline in some aspects of Japanese living standards.

"These areas include free time for Japan's citizens to achieve their full potential according to their own choices and individuality, and the opportunity to choose what to purchase and the chance to

decide what price to pay."

There is a recognition that the internal tensions triggered by Japan's development could force the social fabric to unravel.

"Land poses a deep and pervasive problem which, because of increased disparity in wealth, distorts competition and saps Japan's economic vitality. The expanding bubble of land prices is a threat to stability which cannot be ignored."

The pressing issue of foreign workers filling places created by a labour shortage has been considered, but the document recommends that "short-term considerations should be avoided" - a reflection of fears that a large foreign workforce could destabilise society.

In discussing the need to improve the quality of Japanese life, there is a significant overlap between the Mit vision and US demands in the just-completed Structural Impediments Initiative (SII), which was intended to reduce Japan's \$49bn (£28.49bn) bilateral trade surplus.

The Mit document emphasises, as did US negotiators, the importance of increasing public investment, of catering to consumer needs, of reforming land-use policies, and of improving the country's distribution system.

Mit represents the interests of Japanese industry, but its document questions whether earlier preoccupations with industrial might has led to neglect of ordinary Japanese.

In future, greater consideration had to be given to the quality of human life in all policy areas. In other words Japan must adopt "human-oriented international trade and industrial policies."

That aim has provided Mit with the licence to recommend an improvement in the status of women by building, for example, "a social framework that enables men and women to co-operate and share domestic tasks."

As with many other suggestions in the document, the intention is good, but the reality of such a role-reversal is likely to take far longer than a decade.

## Kidnap chief returns to Lebanon after row in Iran

THE MAN believed to be behind the abduction of most Western hostages in Lebanon has fallen out with Iran, Reuter writes from Beirut. Moslem fundamentalists said yesterday Mr Imad Moughneyeh, a founder of the underground Islamic Jihad group, had moved back to Lebanon from Iran because of intense pressure in Tehran to free hostages and improve links with the West.

Mr Moughneyeh's group is thought to hold most of the 15 Western hostages in Lebanon, including an American, Mr Terry Anderson, the longest-held Western captive, seized in May, 1985.

Mr Robert Polhill and Mr Frank Reed, both Americans, were released during April in what their pro-Iranian captors described as goodwill gestures.

Iran and Syria were heavily involved in winning the hostages' freedom.

"Inad and the people with

him did not want to free the two Americans for nothing. They were pressed by the Iranians and, in the end, had to give in," a Shia Moslem source told Reuters in Beirut. "But Imad didn't like it and left his headquarters in Tehran to show his discontent," he said. "The (kidnappers) want Iran to treat them as partners, not as tools."

You cannot allow a situation of anarchy to develop, which was what these people were trying to drive us into. We have been pushed to far."

Police were yesterday

camped outside the homes of three other political critics, Mr Gibson Kamau Kuria, Kenya's most prominent human rights lawyer and former detainee, Mr Paul Muite, the lawyer acting for Mr Matiba, and the Rev Peter Njenga, the Provost of All Saints Cathedral, Nairobi.

Under a constitutional amendment of 1988 the police are empowered to hold people for up to 14 days before bringing them to court.



Toshiki Kaifu: to speak for Asia

## Nairobi defends crackdown on critics

By Julian Ozanne in Nairobi

PROFESSOR George Saito, Kenya's Vice President and Minister for Finance, yesterday defended the crackdown on the opposition as security police detained nine more people identified with a wave of criticism of President Daniel arap Moi's regime.

In future, greater consideration had to be given to the quality of human life in all policy areas. In other words Japan must adopt "human-oriented international trade and industrial policies."

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THE MAN believed to be behind the abduction of most Western hostages in Lebanon has fallen out with Iran, Reuter writes from Beirut. Moslem fundamentalists said yesterday Mr Imad Moughneyeh, a founder of the underground Islamic Jihad group, had moved back to Lebanon from Iran because of intense pressure in Tehran to free hostages and improve links with the West.

Mr Moughneyeh's group is thought to hold most of the 15 Western hostages in Lebanon, including an American, Mr Terry Anderson, the longest-held Western captive, seized in May, 1985.

Mr Robert Polhill and Mr Frank Reed, both Americans, were released during April in what their pro-Iranian captors described as goodwill gestures.

Iran and Syria were heavily involved in winning the hostages' freedom.

"Inad and the people with

him did not want to free the two Americans for nothing. They were pressed by the Iranians and, in the end, had to give in," a Shia Moslem source told Reuters in Beirut. "But Imad didn't like it and left his headquarters in Tehran to show his discontent," he said. "The (kidnappers) want Iran to treat them as partners, not as tools."

You cannot allow a situation of anarchy to develop, which was what these people were trying to drive us into. We have been pushed to far."

Police were yesterday

camped outside the homes of three other political critics, Mr Gibson Kamau Kuria, Kenya's most prominent human rights lawyer and former detainee, Mr Paul Muite, the lawyer acting for Mr Matiba, and the Rev Peter Njenga, the Provost of All Saints Cathedral, Nairobi.

Under a constitutional amendment of 1988 the police are empowered to hold people for up to 14 days before bringing them to court.

average, which are increasingly costly to keep running.

As a consequence of this low level of investment, business will not put local resources into building new factories if there are uncertain whether they will be able to import the machinery and raw materials they need to fill them.

As a result, total investment, currently estimated at only 15 per cent of GDP, has, for years, been running at the minimum level necessary to keep up with depreciation.

Many Zimbabwean factories are working at only 20-30 years old on

average, which are increasingly costly to keep running.

As a consequence of this low level of investment, economic growth rates over the last few years have been erratic, reflecting the vagaries of the weather and world prices for the three principal exports - gold, tobacco and ferroalloys.

After an average rate of 2 per cent between 1983 and 1987 - below the population growth rate of at least 3 per cent - GDP growth picked up in 1988 and 1989 (to 5.3 per cent and 4 per cent respectively). But this was due mainly to bumper

## INTERNATIONAL NEWS

### Tokyo to take lone stand at Houston summit

By Stefan Wagstyl in Tokyo

JAPAN'S efforts to carve a more independent international role for itself will come under pressure at the Houston summit next week when it will stand on two of the most important issues - aid for the Soviet Union and improving relations with China.

Mr Toshiki Kaifu, the Prime Minister, and his advisers will attempt to paper over differences between Japan and other members of the Group of Seven leading industrialised countries. They will point out that Japan stands solidly with the US and Europe on other items on the summit agenda - including aid for eastern Europe.

"I don't think you can say we are isolated," a senior Ministry of Foreign Affairs official said yesterday.

There are significant disagreements among the G-7 countries over both the Soviet Union and China, but in each case Japan's position is markedly different.

Relations with Moscow have been soured since 1985 by a dispute over islands north of Japan, seized by the Soviets in the last days of the Second World War.

Japanese officials see Soviet leader

Mikhail Gorbachev's need for aid as an opportunity to settle the territorial row.

They have been encouraged by comments from Soviet officials suggesting possible solutions, including the return of some of the disputed islands.

Japan also hopes Mr Gorbachev will make a peace offer before a visit early next year. But Mr Gorbachev said as recently as April that the Soviet Union had "no territory to spare."

Mr Kaifu will argue at the summit that Japan's assistance to the Soviet Union should be limited to technical help, such as sending expert missions. It will not pledge financial aid until the territorial dispute is settled. A senior official warned: "We will not separate the economic and the political."

By contrast, EC leaders recently agreed to study a West German inspired plan for a \$15bn (£8.72bn) aid package for the Soviet Union.

Japanese officials take comfort from the fact that the package is strongly supported only by continental

European countries. Britain and the US believe it could be premature in view of Soviet economic uncertainties.

Nevertheless, Japan is alone in expressing outright opposition to financial aid.

The likely result at Houston is an agreement which will allow countries to follow their own course.

On China, the positions are reversed, with Japan pressing hardest for an improvement in relations.

Japan is asking G-7 countries to lift economic sanctions, including a ban on financial aid, imposed at last year's summit following China's military crackdown on student demonstrations.

Tokyo's relations with China have been closer than some other countries, including the US, and it argues that, as an Asian power, Japan has a special understanding of China.

Senior politicians have visited China and have hosted reciprocal visits, including this week's tour by Li Tieying, the deputy prime minister.

Mr Kaifu is widely expected to

announce a resumption of Japanese aid soon after the summit.

The issue cannot be fudged as easily as that for the Soviet Union as at last year's summit the G-7 countries took a united stand on China and the EC has already delayed a decision on sanctions until September.

Japan's hope is that Britain, with Hong Kong's interests in mind, will also promote conciliatory attitudes.

As in previous summits, Japan intends to speak for Asia. Changes in east-west relations enhance the significance of this; Asian countries are determined that their interests will not be neglected as the attention of most G-7 countries focuses on eastern Europe.

On trade issues, Japan will want discussions to be as general as possible. Officials are worried that specific talks will raise Japan's ban on rice imports.

The Japanese Agriculture Ministry said yesterday that the leaders would limit themselves to a commitment to the success of the Uruguay Round of trade liberalisation talks under the General Agreement on Tariffs and Trade.

## Terrorism stalks Assam's tea gardens

By Gita Piramal in Bombay

THE gentle slopes of Assam's tea gardens have become the scene of a deadly tug-of-war between the United Liberation Front of Assam (Ulfa), a terrorist secessionist group and some of India's biggest tea companies.

Ulfa, which virtually runs a parallel government in large parts of Assam, has demanded Rs500,000 (£16,000) protection money from each tea garden in Assam. Through an official statement made by the Indian Tea Association (ITA), the tea companies which received the ultimatum have announced that they will not give in to Ulfa threats. They have asked the central and the state governments for protection in the isolated far-flung tea plantations.

The danger is very real given Ulfa's past record which includes the murder of Mr Surendra Paul, a prominent Cuttack-based industrialist. Mr Paul was shot on April 9, during a visit to his company's tea gardens in upper Assam. Ulfa, which virtually runs a parallel government in large parts of Assam, has demanded Rs500,000 (£16,000) protection money from each tea garden in Assam. Through an official statement made by the Indian Tea Association (ITA), the tea companies which received the ultimatum have announced that they will not give in to Ulfa threats. They have asked the central and the state governments for protection in the isolated far-flung tea plantations.

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Journalists and most categories of foreigners have been banned from Tibet since March 1989. Peking claims Lhasa is now "stable" following the lifting of martial law, but reports of arrests continue to leak out.

Visitors said considerable, though not overwhelming, security presence was obvious in the capital.

According to official reports, Ulfa has claimed responsibility for the deaths of 90 people since it was formed in 1979, although unofficial figures may be as high as 300.

The money collected through such kidnappings has been used partly to build roads and social welfare programmes. These activities, along with a ruthless drive against hochi (illicit alcohol), has won Ulfa considerable public sympathy among the local Assamese who feel that the state government, the oil industry and the tea companies have taken money out of Assam without ploughing some of the profits into much-needed infrastructure development.

In a bid to blunt the latent hostility, several tea companies with plantations in Assam have recently announced investments in the state. The BM Khatan group, for example, which directly and indirectly controls 10 per cent of the total tea production in India, has drawn up plans for a school and a motel chain to be located in Assam. The foundation stone for the Rs 18m Assam Valley school was laid in mid-February while possible sites for the motel chain are being considered.

Ulfa clearly does not consider such steps sufficient. The current demand on the tea companies was preceded by an Ulfa letter inviting them to a meeting on June 11 to discuss "the active participation of the tea industry in the economic development of Assam". The letter made clear that failure to honour our request to attend will bound us to take action according to our constitution.

Apart from the money, Ulfa wants tea companies to shift their registered offices to Assam, to hire more Assamese as managers and staff and to transfer non-Assamese employees outside the state.

It is not known which tea companies attended the meeting but certainly some of them did. Until June 21, the PTA had refused to acknowledge that such a meeting had been held at all.

Though the tea companies insist that they will not give in to Ulfa's threats, a recent editorial in the Economic Times said that a few tea gardens have been buying tea with Ulfa for quite some time.

Ironically, this has been the Indian tea industry's best year in terms of production and exports. Ulfa's 1989-90 crop is expected to be 740m kg or 23m kg higher than the previous year.

Last month Mr Kumbal Kangai, the Minister of Industry and Commerce declared that the forthcoming adjustment programme "would not mean that we will remove controls on essential commodities and consumer durables which are in short supply."

The IMF, assuming the successful implementation of the reforms, has projected an annual growth rate of 5.6 per cent over the next five years.

As a result of several developments, however, could jeopardise the liberalisation programme. A resurgence of strikes, the creation of one-party state and the possible impact of the AIDS epidemic, for among the worst hit are the urban professionals, who would play a key role in the economic programme.

## Chinese group cuts Macao airport stake

By John Elliott in Macao

A CONSORTIUM of Chinese companies has been forced to cut its proposed one-third equity stake in a new international airport being built in the Portuguese enclave of Macao, because of China's foreign exchange crisis.

The consortium, known as Cheong Lun, has been unable to raise 300m patacas (\$14.14m) due this year in the second stage of its planned capital stake in the airport, which will cost between 3.5bn and 4bn patacas with total capital of 1.5bn patacas.

The group has also failed to meet delivery schedules for

ballast needed for reclamation work.

Yuri Butchenko adds to pressure on UK miners' leader Arthur Scargill

## Soviet miners demand return of aid

By Michael Smith, Labour Correspondent

A SOVIET trade union leader yesterday called for the return of up to \$10m which he said was collected in his country for British miners during the 1984-5 pits strike.

The comments by Mr Yuri Butchenko, an executive member of the Siberian-based Kuzbass Union of Workers, added to the controversy surrounding the handling of finances by Mr Arthur Scargill, president of the National Union of Mineworkers, during the strike.

An inquiry by Mr Gavin Lightman QC, published this week said that at least £1m of Soviet money intended for mineworkers and their families had been diverted to the International Miners' Organisation, an organisation which Mr Scargill helped to set up.

Mr Lightman was unable to be more specific, partly because the IMO, of which Mr Scargill is president, refused to provide financial details of its accounts.



Arthur Scargill

The NUM has launched an attempt to recover more than £2m of funds, including money donated by Soviet citizens, from the IMO. Executive members plan to meet Mr Lightman next week to seek advice on the best way of going about this.

Mr Lightman said in his inquiry, submitted to the NUM national executive, that he believed a deposit of about £1m in a fund controlled by Mr Scargill and the IMO had come from donations from Soviet workers and east European countries.

Separately, the Certification Office for trade unions disclosed yesterday that it has sent a reminder to the NUM to submit its annual accounts up to December last year, which are now more than five months late.

Mr Matthew Wake, the Certification Officer for Trade Union and Employers' Association, was last sent the NUM financial returns last year. However, a delay of more than the statutory limit of five months is not unusual.

Mr Butchenko, speaking at a press conference in London organised by the breakaway Union of Democratic Mineworkers, said each of the 3m

Soviet miners and many other workers had contributed a day's pay for the strike and this would have raised between £3.6m and £10m, depending on exchange rates.

The money should be returned, he said, because it never reached the families for whom it was intended. The Soviet unions would then be able to distribute it "as they saw fit".

Mr Butchenko is head of the international department at the Kuzbass Union, which was set up last year, as an alternative to the official trade unions. He said it had had 20,000 members and one million supporters, about a third of them miners.

The deal, for which no price is disclosed, brings Elf 200 service stations, doubling its share of British petrol distribution to 4.2 per cent. It also includes a 70 per cent interest in a 100,000 barrel per day refinery and coastal terminal at Milford Haven in southern Wales, plus a pipeline from the terminal to Kingsbury and Cadishead in the central and northern UK.

Amoco said the sale was in line with its strategy of divesting its non-US refining and refined products marketing activities. The deal does not include Amoco's UK synthetic fibres operations, nor other British offshoots active in exploration and chemicals.

Chancellor's remarks, but the pound ended on its trade-weighted index at 92.7, unchanged against its previous close.

Mr Alan Charlesworth, chief executive of the Signal research group and one of the report's authors, said: "Money is too easy to get hold of. People are not adjusting their lifestyles to their new circumstances and time is running out for them."

According to the Signal survey, people in the 25-44 age group are spending increasing amounts on leisure activities, including eating and drinking, much of it financed by borrowing. Spending on eating out and drinking has risen by over 20 per cent in the period surveyed in the report.

Signal argues that a whole range of industries, from banks and building societies, to the leisure industries, clothing, and do-it-yourself face serious risks because of unsustainable consumer borrowing.

*"Life After Debt": Signal International Ltd, 115/116 Newgate Street, London EC1A 7AE; price £1,000.*

## Major rules out cut in interest rates

By David Barchard, Michael Cassell and Rachel Johnson

INTEREST RATES will have to stay high because the volume of credit in the economy remains excessive, Mr John Major, the Chancellor of the Exchequer, said yesterday.

In exchanges in the House of Commons which gave no hint that the Government intended to relax its high interest rate policy, Mr Major said he was still concerned about the level of credit. His remarks came as an independent report warned that consumer debt was becoming an increasingly serious problem and posed a growing threat to suppliers of consumer goods and services.

Signal International, a new consumer research specialist, said that instead of high interest rates slowing down consumer spending, many debtors in the 25 to 44 age group were borrowing more heavily in order to spend more.

In spite of Mr Major's concern, he again ruled out the possibility of special deposits by banks aimed at restricting credit lending.

The Chancellor warned that there was "a very realistic danger" that bank deposits could

drive up short-term interest rates further, rather than help reduce them.

He rejected accusations from the opposition Labour Party that the Government's reliance on high interest rates to reduce inflation was failing.

He also faced claims by some Tory MPs that credit was running out of control.

Last month Mr Major attacked some credit marketing practices and warned that banks and building societies could face restrictions if their proposed voluntary code on marketing credit was not effective.

The code is due to be introduced early next year.

Mr Major's remarks yesterday helped drive UK shares and government gilt-edged securities lower. The FT-SE 100 share index closed 24.1 down at 2,331.4, while gilts were also affected by the prospect that interest rates would remain high until domestic credit expansion could be controlled.

Mr Roger Bootle, UK economist at Greenwell Montagu, said the markets' euphoria about sterling joining the European Monetary System was a "fool's paradise" given the UK's economic fundamentals.

Sterling futures fell on the

FTSE 100 share index at 92.7, unchanged against its previous close.

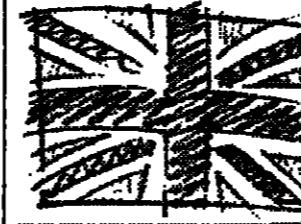
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## BRITAIN IN BRIEF



### Elf to buy British arm of Amoco

Elf Aquitaine, the French state-controlled oil group, yesterday announced it had completed six months of negotiations to buy the British refining and marketing interests of Amoco, the US oil company.

The deal, for which no price is disclosed, brings Elf 200 service stations, doubling its share of British petrol distribution to 4.2 per cent. It also includes a 70 per cent interest in a 100,000 barrel per day refinery and coastal terminal at Milford Haven in southern Wales, plus a pipeline from the terminal to Kingsbury and Cadishead in the central and northern UK.

Amoco said the sale was in line with its strategy of divesting its non-US refining and refined products marketing activities. The deal does not include Amoco's UK synthetic fibres operations, nor other British offshoots active in exploration and chemicals.

### Tough criteria for franchises

THE British Franchise Association yesterday unveiled tougher new membership criteria as a step towards preventing abuses which have damaged the industry's image.

The new rules are the first stage in a programme which will soon require members to re-apply each year for

accreditation with the association and introduce a disciplinary code. The code may force some members to leave the association.

Franchising - individuals running their own business within a framework laid down by the franchisor - has grown rapidly in recent years.

### Party unveils 'revolution'

Plans for a "peaceful revolution" of constitutional reforms, including replacing the House of Lords, home-rule for Scotland and Wales and a Supreme Court were unveiled by the Liberal Democrats.

The party said its package - titled "We the People" - was the first time a British political party had published either an illustrative written constitution or a timetable for reform.

Mr Paddy Ashdown, Liberal Democrat leader, said: "Britain is now the most centralised and least democratic nation within Western Europe. And, on current trends, the emerging democracies of central Europe will soon also overtake us."

His party's programme would see a considerable decrease in the role of Parliament. Power would be transferred upwards to the European Community and down to 9-12 new English regions.



Ashdown: plans revolution

### Airport profits at Manchester

THE British Franchise Association yesterday unveiled a 9.5 per cent increase in pre-tax profits for the year ending March 31 from £40m to £43.8m on turnover of £118.3m (£107.6).

The number of passengers using the airport, which is owned by Manchester City Council and nine neighbouring councils, increased from 16m in 1988 to 11m last year. The airport has experienced a rapid increase in the number of passengers over the last decade

- in 1979 it handled 3.5m

passengers. Mr Thompson attacked a recent survey of airport charges by TM Economics, a London-based consultancy. The survey suggested that Manchester Airport was the third most expensive airport in the world after Tokyo and Newark, New Jersey.

Mr Thompson said the results of the survey were very strange and that his staff were looking closely at the methodology used in its preparation. He added that he believed his airport to be one of the least expensive in the country. He is considering legal action against TM Economics.

### Expansion in Scotland

Almost three quarters of small to medium sized companies in Scotland plan to expand over the next 12 months despite worries about high interest rates, according to a survey published yesterday.

The survey of 300 mostly private businesses, with turnovers ranging from £250,000 to £12m a year, was organised by SI, the venture capital group, and the magazine Scottish Business Insider.

SI said: "It appears that companies in Scotland are more optimistic than in other parts of the country. One reason for this might be that the Scottish economy has not overheated as much as southern England."

### Sorema plans UK subsidiary

Sorema Reinsurance, one of France's largest reinsurance companies, is to set up a British subsidiary, subject to approval from the Department of Trade and Industry.

The new London-based company, Sorema (UK) Reinsurance, will have an capital of £30m, financed by an injection of £250m into Sorema by its parent, Groupama.

### Justice system 'facing crisis'

Britain's criminal justice system may still be facing a crisis of confidence in spite of recent improvements. Mr Alan Green QC, the Director



of Public Prosecutions indicated yesterday.

He told a seminar in London: "There are cases in which for one reason or another a defendant is wrongly convicted."

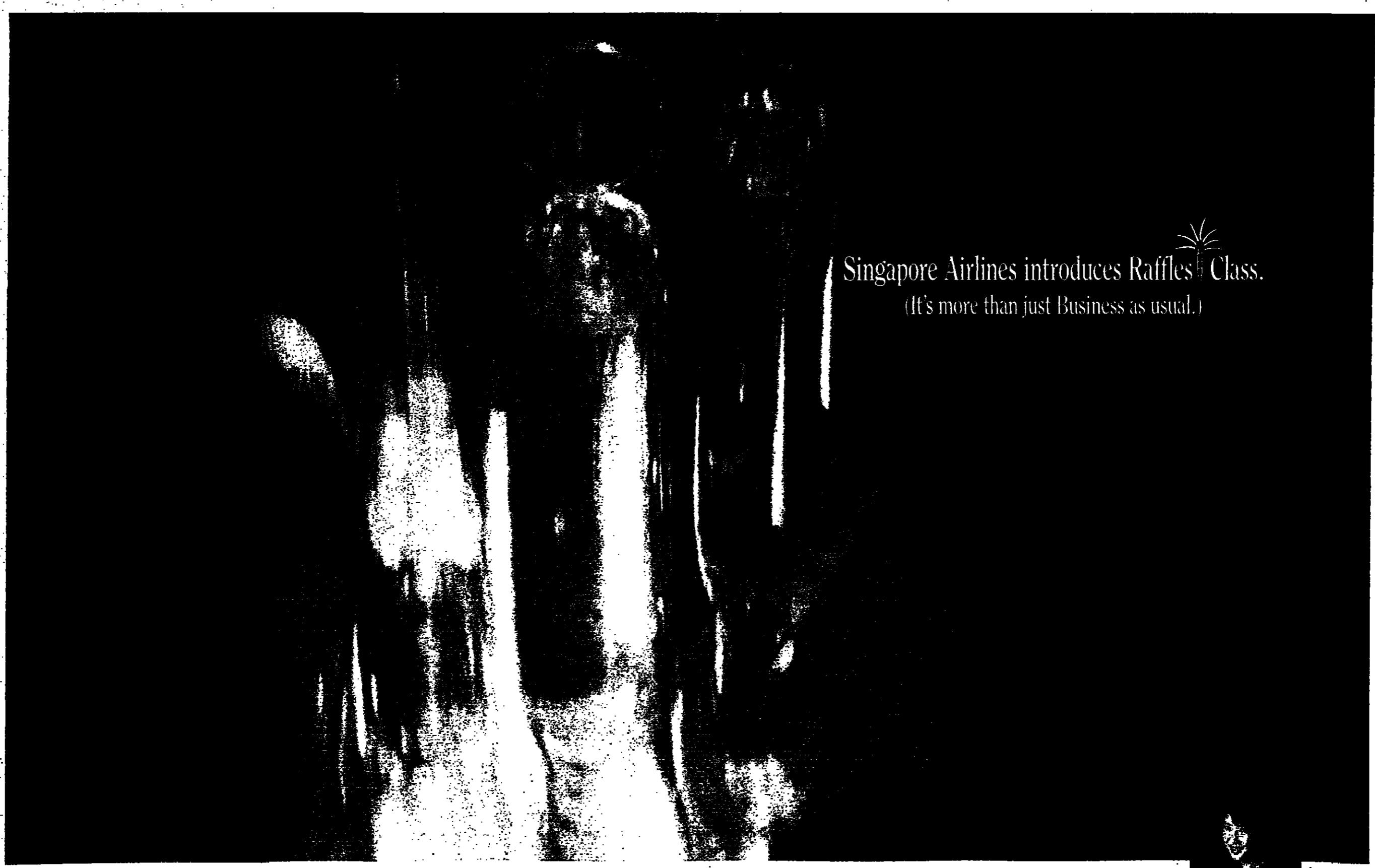
It is to this last situation that the phrase 'miscarriage of justice' is most generally applied. And we must undoubtedly do all we reasonably can to ensure that such miscarriages of justice do not occur."

Mr Green emphasised that a distinction should be drawn between a crisis of confidence, "if it exists" and shortcomings in the system itself.

He made no reference to any specific cases but referred to the Police and Criminal Evidence Act 1984 and the Prosecution of Offences Act 1985 as among changes he believed had improved the criminal justice system.

### Singapore Airlines introduces Raffles Class.

(It's more than just Business as usual.)



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## TECHNOLOGY

April 1 1990 was Census Day in the United States. By early May completed questionnaires about the vital statistics of an estimated 250m people around the country were being processed in what the Census Bureau is calling "the most automated census ever."

In the last census 10 years ago it took four months longer to reach the equivalent stage in the process, the Bureau reports. It claims that information from 99 per cent of the 106m households has already been collected, and 70 per cent of that is ready for tabulation.

The heart of this year's accelerated rate of data crunching is "flow processing." In the 1980 census, "batch processing" was used: answers were only coded after all questionnaires had been returned to central office. Now, explains Census spokesman Mark Mandel, "we begin as soon as questionnaires come in."

New technology is at work well before the replies are processed, however. During the mid 1980s the Census Bureau co-operated with the US Geological Survey to develop an electronic database called Topologically Integrated Geographic Encoding and Referencing (Tiger). The system can create maps of any location in the country down to the smallest census unit, known as the block. There are 6,500,000 blocks in total.

Tiger has been used to generate more than 100,000 local maps for local census offices, principally to help staff follow up those households which have not responded. Each household has a "geocode" which allows it to be located on the Tiger system.

A 14-digit barcode is printed on each questionnaire and its envelope. When the forms are returned, one of the 12 laser sorters around the country reads the codes and separates replies. There are also 3,500 hand-held laser "wands" in the Bureau's 450 district offices, where initial scanning takes place.

In the mid-1980s when barcodes were being tested on smaller censuses they often smudged and became unreadable. But the introduction of ink jet printing and non-water soluble inks has improved their resilience. Paper quality has also helped; whereas barcodes had been printed separately and attached as labels in the past, in 1990 they were printed directly on the questionnaire.

These improvements mean that "we now have perfect registration," says Thomas

Andrew Jack examines the process of gathering information about the United States population  
**Hands up for the automated census**



DINenna, chief of the Bureau's technical services division. Eleven of the 14 digits in the code identify the household. The remaining three represent the sum of all the other eleven. If these verification digits do not correspond, or the laser scanner simply cannot read the barcode, it will be scanned twice more, and then keyed in by hand. The overall error rate has been less than 2 per cent, claims DINenna.

Besides sorting the replies, the code read by the scanner is used to amend an automated address list of every US household. The list was initially compiled from previous census information and purchased data, and then distributed to each local office.

In 1980, it was then laboriously amended by hand as replies came in. This year updated lists are sent out frequently; the households who have replied are removed. The remaining addresses can be used directly by enumerators conducting the intense follow-up campaign.

Once the forms have been collected in each of seven

regional offices, they are converted into machine-readable form. The questionnaires are fed into a page turner where they are held down on a vacuum bed and unfolded by a rotating arm which also generates a partial vacuum. A device that resembles a windscreens ice scraper is attached behind the arm. It smooths the paper and removes any static charge as it passes over. While the laser scanners are simply modified versions of conventional barcode readers, the page turners were designed and patented by the census bureau itself.

Once opened, each page is then photographed on to microfilm. This allows responses to be entered on to computer where they can be aggregated for more immediate release. The film passes into one of the 22 Film Optical Sensing Devices for Input to Computer (FOSDICs), first designed in the 1950s. It can read 1,000 pages worth of film each minute.

A beam of light, fifteen-thousandths of an inch in diameter, scans each microfilm exposure. Where dots have been filled in

on the questionnaire the microfilm negative is transparent and allows the light to pass through and register on a photocell. The light levels are converted into an electric voltage which is recognised by the machine.

Since the FOSDIC only identifies completed dots, the handwritten parts of the questionnaire such as the name and address of the respondent are not entered on to computer, so confidentiality is preserved. As recently as 1980, "FOSDIC was essentially hardware," says DINenna. "It has totally changed, and has more software now. The scanners are a quarter of the size, and require far less power, maintenance and air conditioning." Once it has been microfilmed, the paper is shredded under armed guard and turned into a valuable slurry which is sold for recycling.

After an initial edit for incoherencies and errors, the data is transmitted to Census Bureau headquarters in Maryland for analysis. On the mainframe further checks are made for certain logical errors on the

completed forms, such as heads of household aged under 15, and children whose ages are given as greater than those of their parents.

Advances since the 1980 census also extend to the end-user of information. This will be the first national census to be available on compact disk. Some 37 CD-Roms will hold the census data - with confidential information removed - and sell for around \$250 each. The Tiger system will also be sold on CD, allowing analysts to create digitised maps which display census data information.

In the past, the same data required more than 1,000 magnetic tapes, and only a few large companies could afford to buy it. "CDs are cleaner, easier to work with, and can be easily replicated," explains Forrest Williams, chief of systems and programming. Multiple copies will be made by CD companies, where in the past each set of tapes had to be made from the Census Bureau's own computer.

One of the problems faced by engineers is having to decide on the technology to be used in the next census. This has to be decided several years in advance to allow time for testing and developing the equipment.

DINenna points out that in 1980 he was using computers with a capacity of 8 megahertz to control the FOSDICs, which allowed a processing speed of 400 pages a minute. But since the 1980 mechanical design is sufficiently rugged to cope with a rate of five times that, he could upgrade his control devices to computers with a current capacity of up to 33 megahertz.

Other technologies were judged not yet sufficiently developed to use this year. Trials began five years ago with hand-held computers which enumerators would use on house visits to families who had not completed returns. Officials decided that there were still too many problems to use the equipment nationwide.

A special census unit has already been established to examine censuses into the 21st century. Ideas include the development of optical scanners which can recognise handwriting, on-line access to census data, and, ultimately, a census day where everyone taps in answers directly to their home computer. But the chances are that form filling will still be necessary for census 2000. Says spokesman Ray Bancroft, "the true paperless census is some way off."

### Fastest cable on Atlantic route

OPTICAL fibre technology developed by AT&T Bell Laboratories promises a 10-fold increase in the capacity of intercontinental telephone cables.

The new fibre optic transmission system is still in the research stage but is likely to be ready for commercial use in the late 1990s, according to Jack Sipress, director of overseas systems at Bell Labs.

A single transatlantic cable would then have a transmission capacity of 5,000 megabits per second - enough to carry 700,000 simultaneous telephone calls. That is almost 20 times as much as TAT-8, the current transatlantic cable, and 10 times as much as TAT-6, which is under construction.

The system depends on two related developments: a type of glass fibre doped with erbium (a rare-earth element) and a laser that emits very narrow pulses of light known as softlions.

Today's optical cables require "repeaters" every 50 miles or so to boost the signal, which gradually deteriorates as it travels along the fibres. Experiments at Bell Labs show that solitons can travel down the new fibres for thousands of miles without boosting. That would make it possible to lay down a transatlantic cable as a single "light pipe" without repeaters. It would therefore be cheaper than today's cables, as well as having a greater transmission capacity.

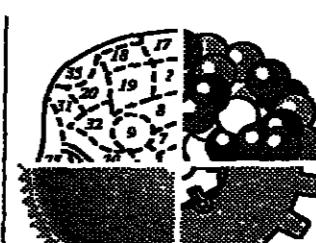
### Satellite reaches remotest parts

BUSINESS travellers who need to keep in touch with the office while they are in remote parts of the world, far from any reliable connection to a fibre optic cable, will soon be able to use the Inmarsat C satellite network.

A special census unit has already been established to examine censuses into the 21st century. Ideas include the development of optical scanners which can recognise handwriting, on-line access to census data, and, ultimately, a census day where everyone taps in answers directly to their home computer. But the chances are that form filling will still be necessary for census 2000. Says spokesman Ray Bancroft, "the true paperless census is some way off."

Flight details and seat preferences are keyed in and transmitted by radio to the central BA computer, which allocates the passenger a seat. The information is relayed straight back to the brick and displayed on its LCD screen.

BA has 20 mobile DCS units on trial and expects to have 700 within three years. Most will be used by staff behind the scenes, such as aircraft dispatchers. They will replace many of the walkie-talkie radios that are now used to co-ordinate ramp activities including catering,



### WORTH WATCHING

by Clive Cookson

abytes of Ram memory and an A4 inkjet printer.

At present the system is in its pre-operational phase and can only handle telex messages. Next year it will allow other forms of "store and forward" data communications. But the data rate (600 bits per second) is too low to handle voice or video transmissions.

The Nomad will run on mains or battery, almost anywhere in the world. The complete system costs \$10,000.

### A helping hand with check-in

EN ROUTE to that remote location, the business traveller often has to contend with an overcrowded airport. Another development in mobile communications may help to ease the congestion. British Airways is testing what it says is the world's first hand-held check-in unit, at London's Heathrow Airport. The mobile DCS (Departure Control System) is about the same size, shape and weight as a brick.

Staff are using the "brick" to check in international passengers at Terminal 4 who have only hand luggage but who would otherwise have to queue at check-in desks.

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security, refuelling, clearing and baggage handling. It says the mobile system will reduce the aircraft turn-around time.

The mobile DCS software was developed in-house by BA. The hardware comes from Motorola.

### The patter of tiny heartbeats

HAND-HELD foetal monitors will extend the benefits of high-tech antenatal care to women in family doctor's surgeries or at home. Huntleigh Technology of Cardiff has launched Fetal Doppler, a pocket-sized electronic unit which tells doctors, nurse and midwives exactly how fast the unborn baby's heart is beating.

This battery-powered unit uses the same ultrasonic Doppler measuring technique as the larger mains-operated foetal monitors used in maternity clinics and hospitals, but because it is cheaper (\$200), it can be used more widely. Huntleigh sees developing countries as a large market.

The unit can detect the fetal heart from around the tenth week of pregnancy. Obstetricians who have had it say that it is particularly useful for alerting doctors to a potential problem when the heart rate is just outside the normal range of 120 to 160 beats per minute. A slight abnormality may not be detected by ear but shown up clearly on the unit's liquid crystal display.

### EC directive to protect software

THE EUROPEAN Parliament votes next week on the EC's highly controversial proposed directive on legal protection for computer software. The issue has been lobbied more intensively than any other in the EC's history.

Different computer companies within the European Commission have been advocating opposing views. The main issue to be decided is whether there should be an outright ban on copying programs or whether a limited exception should be allowed for "reverse engineering" to develop user interfaces.

Contacts: AT&T: US, 802 462 3748; STC: UK, 081 640 3400; British Airways: UK, 081 739 6511; Huntleigh: UK, 0222 463663.

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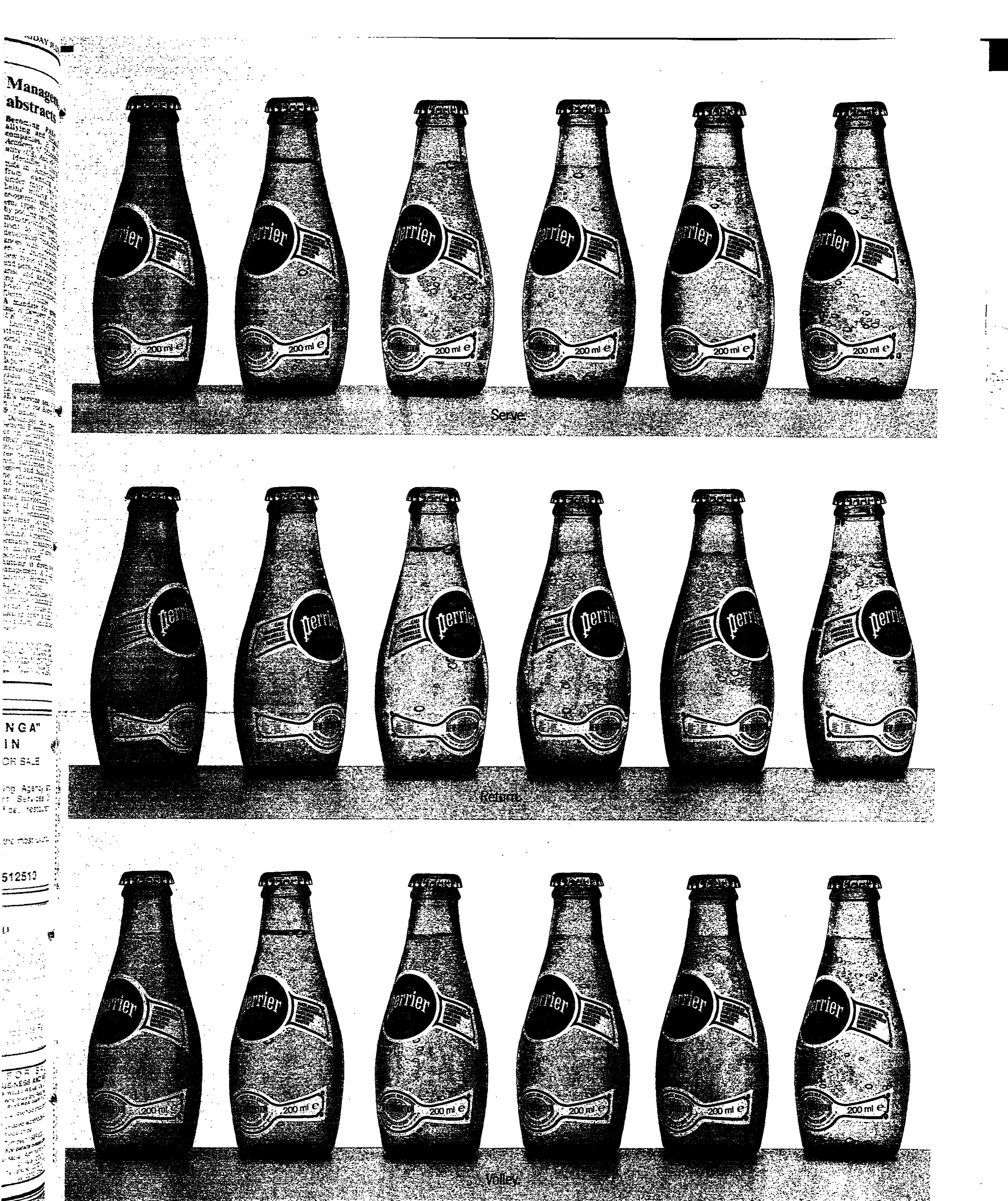
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**“Eau, I say.”**

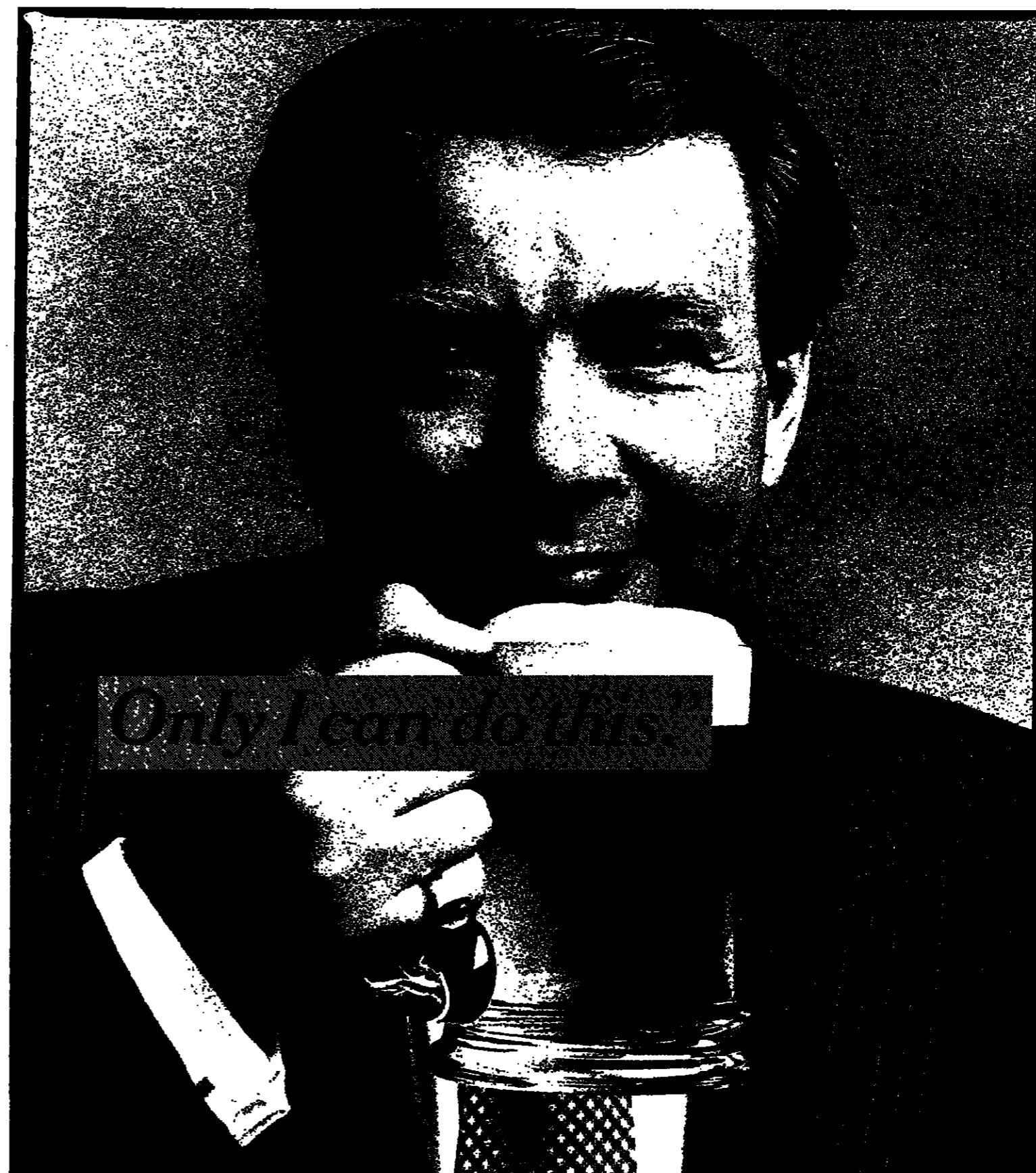


theft

*Rachel Jackson*

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## THE PROPERTY MARKET

## Finance without running the full risk

By Michael Brett

Perhaps it is a reflection of the extreme nervousness of the commercial property market, but methods of property finance that have very little to do with property are surging. Take three examples:

• A retailing group sells properties it owns to an investor or to a financing vehicle and takes a leaseback so that it continues to occupy the premises. So far this is a conventional leaseback. But instead of simply agreeing to pay market rents, reviewed every five years, the vendor/tenant agrees in advance to put a floor under the rate of rent increase. At the first rent review after five years, the rent is reset either at the market rate or at a level that represents, say, a 7 per cent a year compound rate of increase over the previous five years, whichever is the higher.

• An entrepreneur seeks bank finance to cover 80 per cent of the cost of a £20m development. The lead bank insists on "ground up" insurance from a leading insurance company or group of insurers to protect the lenders from loss on the whole of the £20m loan (the devel-

oper pays the premium). The lenders no longer need to be experts in assessing property risk: they are effectively lending on the covenant of an internationally-known insurance company rather than on a property project.

• A property owner – possibly a property company but more probably an industrial or commercial company that wants to raise finance on (or possibly off) balance sheet on the strength of the property it owns – does a deal with the leasing subsidiary of a major bank.

The property-owning company sells a 25-year headlease of the property to the bank at market value, and the bank in effect grants it a 25-year underlease at a market rent. The vendor of the building thus continues to occupy it, as with a conventional sale and leaseback. But the tenant the tenant pays rises every five years by a pre-set amount (say, 5 per cent a year compound of 2.5 per cent over the five years). The rent is not readjusted to market levels during the 25 years.

At the end of the 25 years the vendor/tenant effectively has the option to buy back, at the same

price as he or she originally received, the interest in the building sold to the bank. He or she has thus had the benefit of knowing in advance what the rent outgoings (effectively interest outgoings) will be, and any increase in the capital value of the building is retained.

The bank has been able to determine the "rent" it charges by referring to its own cost of funds.

The point about all three arrangements is that, in different ways, they are distancing the financing arrangement from the full risks of the property market. In the first case, the sale and leaseback with in-built minimum rent increases, the vendor/tenant knows the minimum but not the maximum cost of its funds for at least the first five years. The financier knows the minimum return that will be received over this period, however badly the property market might perform.

With the second arrangement, the lenders are at risk only if the insurance company goes belly-up. If the property development itself goes wrong, the insurers take the hit.

In the final case, it is almost incidental that a property rather than some other form of asset is being financed. The techniques are those that evolved in the equipment-leasing market.

Surprisingly, these non-property aspects of recent financing deals have attracted little comment. Yet there have been examples involving big quoted companies. The food retailer Asda sold £375m of super-

market and other properties to a special-purpose joint-venture company it set up with Arlington Securities. Sumitomo Bank arranged £250m of 10-year senior debt for the joint company. Asda itself took back a lease of the supermarkets, with normal five-year rent reviews, but agreed minimum uplifts of 4.5 per cent a year compound for the first 10 years and 2.5 per cent a year thereafter. On recent performance, the market rents would have grown considerably faster than this, but the fallback guarantee is some comfort for lenders in an uncertain property market.

More recently, the property company British Land bought and leased back 31 Gateway supermarkets and some other properties from the buy-out vehicle Biscocci, with a review formula that guaranteed at least 7 per cent a year compound growth in rents over the first five years.

A recent off-balance-sheet financing of £66m of property by Dixons Commercial Properties demonstrates the insurance theme. Some 50 per cent of the cost of the properties was raised by a special-purpose vehicle in the form of a four-year syndicated loan, which was insured. The insurance company covenant was thought to have resulted in an interest margin comfortably less than 100 basis points over Libor.

Property deals involving finance lease techniques have not been widely publicised. But Lloyds Leasing puts its average size of deal at about £50m. One early example is the 1.4m sq ft Meadowhall shopping centre in Sheffield, due to open later this year. The £180m financing included lease techniques set up by Lloyds, with other leasing groups sharing the commitment.

The dividing line between property finance and general corporate finance has never been clear-cut. But the distinctions will become still more blurred as financial engineering techniques developed for other commercial transactions are applied to the property field.

The more innovative techniques

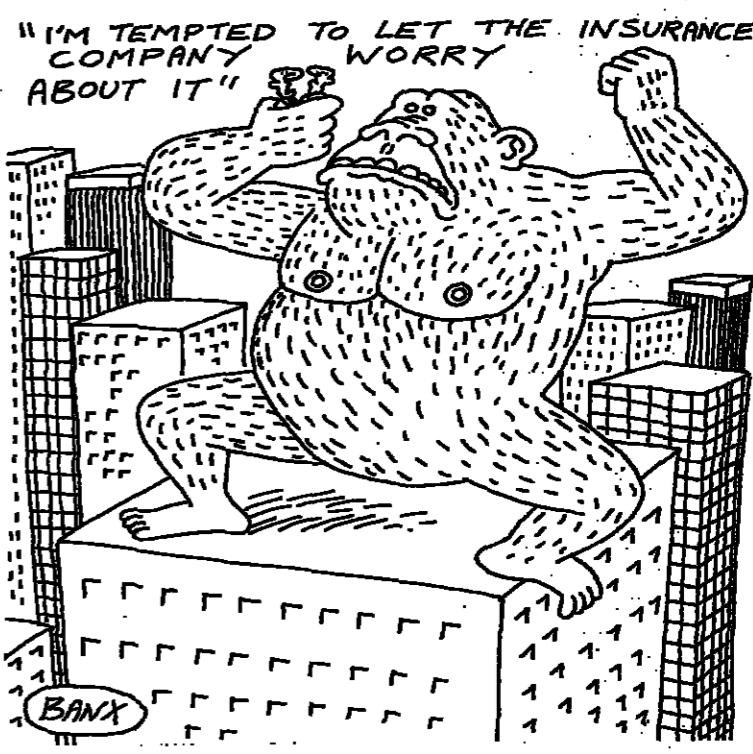
may originate with property-owning industrial and commercial companies, rather than with property companies as such, for two reasons:

• Increasingly, retailers and other trading companies like to get their properties and associated borrowings off balance sheet so as to dispel the impression that the trading operation itself is over-gearred. As we have seen, this can be structured via a joint-venture company, with the vendor retaining an interest in the property. In giving guarantees of minimum rent increases to the joint company, the vendor may be coming closer to giving a corporate guarantee of the interest on the joint company debt.

• It is the main industrial and commercial companies, rather than small or medium-sized property companies, which can provide the strength of covenant necessary for some of today's techniques. A guarantee of minimum rates of rent

stages, but only if the income looks like rising reasonably rapidly to eliminate the deficit. In these circumstances, guarantees of minimum rent increases can ease the cash flow calculations and are quite frequently used.

The danger is that in some conditions the underpinning of rent increases with corporate guarantees could result in over-rented buildings. These are unlikely to be popular with investors or, in the long run, with tenants.



Total Returns (%)		
Year to May '90	Quarter to May '90	Month of May '90
Retail 0.9	-0.9	-0.6
Office 8.8	-0.6	-0.7
Industrial 16.6	0.4	-0.2
All property 6.5	-0.5	-0.6

Source: Investment Property Data Bank

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## Schubertiade 1990

HOHENEMS, AUSTRIA

Since they invented artistic politics, one should not be too surprised that the Austrians play them extremely well. But it is sad that an impenetrable air of intrigue should hang over the future of what is one of the few really serious music festivals left in Europe - the Schubertiade in Hohenems. It is uncertain even whether concerts will ever again be given in the Rittersaal in the palace of the little town where the festival was founded 14 years ago.

This year the palace was shrouded in scaffolding. The owner has done a deal with the Vorarlberg Land authorities, who have paid for the building's restoration; in return, the Land will have first call on its facilities for the next ten years. It should be noted that neither the Land nor central government have shown more than cursory interest in the Schubertiade; public subsidy has never amounted to more than 5 per cent of the budget, so much so that the management has decided to forego subsidy altogether and fend for itself - and this is a festival that attracts many rather rich visitors year after year and has put the names of Hohenems and the Vorarlberg decisively on the cultural map of Europe.

Be that as it may, next year the palace will be taken over for a textile exhibition and all the Schubertiade concerts will take place in nearby Feldkirch. As about 1992, for which artists must have already been booked, and the answer is a shrug of the shoulders and "who knows?", but the appearance in the shops of "Schubertiade Feldkirch" postcards alongside the more familiar "Hohenems" ones gives rise to dark thoughts.

Does it matter? Yes, to the extent that the smaller the auditorium (Hohenems Rittersaal 300; Feldkirch Conservatory 600; Feldkirch Montfort House 900) the better the audience. Serious music-lovers from Europe and beyond sit as quiet as mice at Hohenems listening intently to music-making of the highest quality from artists who must go there for a fraction of their normal fee in order to perform for them. By contrast, at the Montfort Hall a large audience coughed and

spluttered through *Die schöne Müllerin* (if Peter Schreier and András Schiff can concentrate for an hour, why the hell can't the punters?) and even interrupted the cycle with applause. Of course a mixed economy is the answer, all three halls must be used. But without the Rittersaal, Hohenems is in dire danger of becoming just another festival.

As usual, this year's programme combined instruction with pleasure: Schubert's great masterpieces heard alongside less familiar works (and alongside rather too much Beethoven's) cycle of And as usual Schubert's prodigious, modernist inventiveness, reaching out far ahead of his time, seemed even more incomprehensible I have long thought that no other 19th-century German composer needed have bothered - Schubert had said it all - but there were moments here when his genius stretched out even further afield: parts of the D884 piano sonata's finale are plainly by Chambrier, and the andante of the D664 sonata should be entitled "Eat your heart out Rachmaninov," certainly as played respectively by Imogen Cooper and András Schiff in two memorable recitals.

To hear Schiff playing Schubert is, as we all know, to stand at the threshold of paradise, but why is Cooper, so intensely musical, technically brilliant and witty a pianist, not just as world-famous? Presumably because she declines to be photographed for record sleeves draped across her Bendorfer in a bikini. With luck her forthcoming debut with the Berlin Philharmonic will change all that.

Schiff accompanied both Schreier's *Müllerin* - the most intimate, hushed, inward performance I have ever heard, with the tenor in beautifully liquid voice - and Robert Holl's *Winterreise*. Holl, standing in for the indisposed Olaf Bär, is a bit of a problem. His huge bass voice is a phenomenon, often reminiscent of his mentor Hans Hotter, and the way he can fine it down to a thread of sound is both impressive and expressive - until you notice how often and how automatically he does it, when it starts to sound like a mere

Rodney Milnes

## Arditti Plus

ALMEIDA FESTIVAL

As Tuesday's concert by the Arditti Quartet got underway in the Union Chapel, one was puzzled by the young composer's recommendation that this opening piece should be heard "as an elegiac Adagio." It was a clear-cut sequence of episodes, each intricately knotted but all sharply contrasted, though mostly hushed, towards the end the music seemed to aim at more direct expression, but what went before had made inadequate grounding for that - and in the Mahlerian sense an "Adagio" it certainly wasn't.

All was explained by the second work, Jay Allen Yim's Pollock-inspired *Autumn Rhythm*, which was what we had been reading about while actually hearing Franco Donatoni's *La souris sans sourire*. In fact the Donatoni piece was typical of what many post-serial composers of his generation have come to now: sedulously audiobie, craftily little structures dressed in extreme instrumental modes and softened by the odd appealing phrase.

Donatoni does it expertly, and I don't doubt that further acquaintance with "The

Unsmiling Mouse" would disclose many more artful connections. But Yim is more seductive - though *Autumn Rhythm* fulfilled his description of the music so well as to be worrying: it is wise to know so well what one's doing? It is indeed a proper post-Mahlerian Adagio, developing steadily through elaborate feints and detours to stripped-down, candidly passionate utterance. The direction owes much to Berg and even Strauss; Yim seems to have borrowed only what he wanted from old *Mittel Europa*, with a post-modernist's disdain for its venerable "synphonic" roots. I expect his surface-idiom will change out of recognition before long, but he sounds like a real composer.

So does Vic Hoyland, though his new Piano Quintet (Vivian Mikashoff's alert piano was the "Plus" of the concert-piece) is not post-modernist but resolutely neo-romantic. The ensemble itself is handled in 19th-century style, with plenty of sonorous doubling; the piano is usually either a plain reinforcement for the strings or flatteringly reinforced by the quartet. The Arditti players played it out with absolute conviction. A marvellous team.

David Murray

and homophony, without contrapuntal debate. Harmonically, the music seems within shouting distance of Faure. Yet the thematic line has a speaking conviction which sounds entirely personal, and the whole piece a well-argued torque.

Each of those works took about a quarter-hour. Benedict Mason's String Quartet no. 1 took 40 minutes, justified by its express determination not to go anywhere too purposefully. Instead, during its five continuous movements it displays a few musical fragments against backgrounds of high harmonics, soft pedal-notes and iridescent twinkling à la Britten, runs fast-forward for a while, pauses to linger, strides off again in canonical style and at last slows to look back in reminiscence.

It boasts a wholly English sense of knowing non-urgency and elegantly modest disclaimers. Mason used to be the principal viola of the NYO, and he writes exquisitely for string quartet. The Arditti players played it out with absolute conviction. A marvellous team.

David Murray

The National Gallery, the great success story among our national artistic institutions, held a press conference yesterday full of its bold, well funded, plans for the completion of the Sainsbury extension next January and the refurbishment, mainly funded by business, of its existing buildings. It is also launching a campaign for the pedestrianisation of the north of Trafalgar Square, making access to its pictures more pleasant.

A.T.

The only slightly disturbing note is that, for the first time at the NG, admission charges will be levied for the major exhibitions which will feature in the Sainsbury wing, but since the first is paintings from the Royal collection (sponsored by Coutts, the royal bankers) and the second, in spring 1992, is the best Rembrandt exhibition for ages (sponsored by American Express), criticism will be tempered.

John Michie's Duke is a beautiful man in his early thirties. We may accept his frivolities, less so the respect with which the mature Angelo and Escalus (Terry McGinnity and Tony McCrean) treat him. Still less, his apparent wisdom, for he is only wise for theatrical effect. His advice to Claudio, "Be absolute for death," is pointless when he is determined that Claudio shall not die; and the tricks he plays with Angelo, Isabella, Mariana, Claudio and Lucio after his reappearance at the gate are unforgivable - except dramatically.

Of those victims, Isabella alone is truly serious. She is a very Portia rebuking Angelo with "Thou'rt excellent to have a giant's strength." This is truly as the girl who said, "I'd have you nuts no further privilege." When Angelo boldly says "I love you," she pauses nearly 10 seconds before her apt reply. Mariana (not the absent Boy) sings

## The Rolling Stones

WEMBLEY STADIUM

If the streets of London seemed deserted on Wednesday night, it was not just because of some football match: the Stones were playing Wembley for the first time in eight years.

There are many ways of living through an England defeat than watching the Stones. Somehow 70,000 people were telepathically tuned in to the events in Turin, and the Stones stage show, nothing less than *Titanic*, was a Wagnerian accompaniment to the action off-stage. "Almost bear you sight" played in the English equalised to the loudest Wembley cheer since Mandala materialised there, and the death knell of the penalties filtered symbolically through a poundingly insistent version of "Paint it Black." Jagger, who gives ground to no man, acknowledged the competition when introducing the Stones' latest instant rock standard, "You are not the only ones with 'Mixed Emotions.'

If the Stones call it a day

after this global tour they will have gone out at that elusive point - where rock energy meets showbiz spectacle. All the boring bits that cost millions worked a treat - lights

pierced and whirled and tilted

as if Zeffirelli was work-

ing the controls. In "Sympathy for the Devil," the vast set glowed a hellish red like a city about to combust. The sound took on a cold windy Wembley evening and just about won.

The special effects, two sixty foot high pyrotechnic walls that inflated during "Honky Tonk Woman" and three snarling Rottweilers that added extra venom to "Street Fighting Man," had a numbing Grand Guignol impact. Jagger, of course, disappeared up a Rot's polystyrene nostril at the climax - a unique exit for a costume change.

What made all the critics who write off the Stones as boring old tarts look patetic was the enthusiasm which the middle aged millionaires put into the performance. Charlie Watts, as impassive as the Buddha, held the band together from the drumkit and Bill Wyman and Ronnie Wood played equally invisibly invaluable support roles. But Keith Richards is having the time of his life as he celebrates being the first, and most unlikely, rock guitarist to achieve immortality. He can still play prone. Even Mick Jagger felt pins and needles and whirled and tilted as if Zeffirelli was work-

The Stones are about the only band to benefit from arena rock. The vast distances make nonsense of their ages: perhaps Jagger has given up some of the sexual braggadocio, but there is still the snarl, the jacket eased off a provocative shoulder, the skip along the vast catwalk and the strut back. All our yesterdays came up as fresh as tomorrow and no band can casually unleash such a powerful repertoire.

There was a bluesy feel to this performance (the repertoire changes by the night) with a prolonged "Midnight Rambler," and a posturing "Little Red Rooster," but all the crowd pleasers are here, ending with mutual "Satisfaction."

The Stones don't have to try any more but somehow they do. Perhaps the best, the happiest, and the only sentimental moment of a two hour plus show was when they played "It's only rock and roll - but I like it" to the accompaniment of a visual history of pop on the giant screen. There was just the merest glimpse of the Stones of the Sixties. They don't doubt their place as the ultimate villains that have become the last rock heroes.

Antony Thorncroft



Cyril Ikechukwu Nri

Amstel Maru

## The Dragon Can't Dance

STRATFORD EAST

The clapboard tenements among which this calypso musical is set create a familiar ambience of downtown Caribbean, where the flesh is poor but the spirit is rich. We are back in the mid 1950s, that watershed in the West Indian consciousness which marks the beginning of the end of colonial subjugation, but also the first mass emigration to the land of opportunity. And like any watershed, it provokes mixed emotions: nostalgia for the good old days coupled with political and cultural indignation.

Aldrick abandons his unacknowledged sweethearts to the courtship of Mr Guy, a rent collector turned town councillor who woos her with material advancement. In both cases, the romance is taken out of life in a way that is directly analogous with the commercialisation of the traditional carnival. Dragons just ain't dragons any more.

While one can see how these themes could be stitched through a novel, in play form they are underformulated. Ideas are picked up and abandoned, a case in point being the subplot of racism within the slum community towards the Indian couple recently installed in their midst. The acquisition of a shiny new bicycle provides the focus for a communal jealousy of no-hoppers towards achievers, but the full impact of these emotions is never quite felt, because they are never quite integrated.

Andre Tankar's score provides some good but unexpected tunes for a show which, despite some accomplished singing from Oscar James, resists the best efforts of director Yvonne Brewster to evoke the social complexity slum life. Part of the problem, as Felix Cross discovered with the more recent *Glory!*, lies with the structural irreconcilability of carnival forms with conventional staging: they need a flamboyance and an expansive sense that your average small ensemble does not possess. In this case there is also a lack of a cohesive political vision or a persuasive dramatic voice.

The ambiguity of Lovelace's position emerges through old-fashioned love interest: while Phile leaves his floozie, Aldrick abandons his unacknowledged sweethearts to the courtship of Mr Guy, a rent collector turned town councillor who woos her with material advancement.

His emblem in this investigation is the carnival - a celebration which gives a purpose and a glamour to humdrum lives that are personified in Aldrick (Cyril Ikechukwu Nri), young stickler of dragon costumes, and in Philo (Oscar James), a middle-aged calypso crooner. The course of the play takes both away from their roots - Philo through success and Aldrick through a prison sentence imposed for holding a policeman at gunpoint at carnival time.

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Claire Armitstead

## Future plans for National Gallery

ROSE THEATRE, OXFORD

Oxford's Rose in St. Aldate's is no replica of London's ruin, but the main chamber of the Newman Rooms, off St. Aldate's. Here is an oblong stage, two rods long, as builder John Grigg would have had it in 1587, by one rod wide, surrounded on all sides by a single level of seats.

This gives John Retallack (director) and Kenny Miller (designer) an opportunity to present the Oxford Stage Company's *Measure for Measure* in something like 16th-century style, and so they have. There is seldom any furniture on the stage; the necessary table or chair is brought on by stage-hands. The costumes are of today, with variations, perhaps because Vienna has become Siena; so is the playing. Costumes matter, for we must believe that people

keep a watchful eye on her.

There was a version of this play in the 1950s, *Let Wives Take Tent*, by the Glasgow Citizens Theatre with Duncan MacIntyre, in which the whole thing was translated into broad Scots. It came over rather well because in spite of the Scottish dialect it stuck pretty closely to the original. Here at Derby, in a production bursting with energy, many liberties have been taken. Not all of them benefit the play. But this does not detract from the skills of the two principals, Robert Arnott and Anne-Marie Doherty, who plays Agnes, also has a great deal of raw power that is impressive; her entrance in a simple blue dress, quietly knitting, was a fine heart-stopping moment. She has a whole raft of attractive - confidence, clarity, agility, being

uppermost, but not the one that is essential for this role. Innocence. Luckily here it is soon replaced by cunning and self-assertion inspired by her love for a man in her own age group (David Westhead, an agreeable smoothie).

The comedy is concise; it makes its points rapidly and ironically; it demands speed; but in Derby its classical outline is embroidered almost to extinction, blurred out of sight by the use of a pair of comic servants - Marcello Magni and Kathryn Hunter - doing a series of *commedia dell'arte* routines that seem to go on for ever, and some of the text is underlined with musical interludes played on two pianos by Peter Horne and John Gould. All four work as hard as any group of clowns in a circus and they win many distracting rounds of applause. In a Christmas masque this might be highly acceptable, but it seems early for that.

Anthony Curtis

## Measure for Measure

ROSE THEATRE, OXFORD

The stage resembles people in the street. Last century, the plot was thought improper, for our own time, it is silly.

John Michie's Duke is a beautiful man in his early thirties. We may accept his frivolities, less so the respect with which the mature Angelo and Escalus (Terry McGinnity and Tony McCrean) treat him. Still less, his apparent wisdom, for he is only wise for theatrical effect. His advice to Claudio, "Be absolute for death," is pointless when he is determined that Claudio shall not die; and the tricks he plays with Angelo, Isabella, Mariana, Claudio and Lucio after his reappearance at the gate are unforgivable - except dramatically.

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She is a very Portia rebuking Angelo with "Thou'rt excellent to have a giant's strength."

This is truly as the girl who said, "I'd have you nuts no further privilege."

When Angelo boldly says "I love you," she pauses nearly 10 seconds before her apt reply. Mariana (not the absent Boy) sings

July 6-12

Take, O take those lips away

in a jazz setting by Howard Goodall, and a retired jazz singer is how Mella Marin portrays her.

John Retallack evidently sees the weakness of the story, and has underlined the comedy

- such comedy that is, as he has left us. Elbow (Richard Henry) - also, rather better, the Provost) makes his predictable "misplaces" in the guise of a retired army sergeant. William Lawrence is so skinny a Pompey that Escalus's remark that his bum is the greatest thing about him is pointless. We see too little of Mistress Overdone. Mella Marin again, in a great black wig.

David Solomon as Lucio

gives the best performance of the evening, even without the help of his two fellow-wits, so this unwelcome joker is always welcome. The same actor plays Abhorsen, in a black mask, the essence of capital punishment. The production tours this autumn, to Arundel, Lincoln, Harlow, Chipping Norton, Basildon and Crawley.

B.A. Young

## SALEROOM

Fairy godmother time

Christie's discovered a Fairy

Godmother yesterday when "Bacis" Seward Johnson, who

inherited a sizeable chunk of

the Johnson & Johnson fortune, paid \$2.5m annually for all

the major museums, a rescue

operation for any item of

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Friday July 6 1990

## The party and perestroika

MR Mikhail Gorbachev might do worse than reflect on the first law of Marxism (slightly amended): that he should not want to be leader of the Communist Party whose 28th Congress would have him as general secretary.

This is Groucho Marxism, of course; but the public utterances of those who claim to be in the Karl Marxist tradition this past week must have made the American come more attractive to Mr Gorbachev than the German philosopher. The old leftists of the Congress have pledged their support to him; but it is the support (to move to Lenin's section in the book of quotations) of the rope to the hanging man.

Mr Gorbachev was received with the minimum courtesy. But the man whom he put in charge of economic reform, Dr Leonid Abalkin, was given a slow, handclap when he said that "there is no alternative to the market". All reference to the market was deleted from the party programme. Mr Vadim Medvedev, the leading chief, was pilloried for leaving the party to founder in a demoralised morass. Mr Yegor Ligachev, back from the political wilderness, was enthusiastically received when he attacked private property. Those who clothed their rhetoric in Leninism went down well. Though the old hard left does not necessarily command a majority here, they are the most confident and vocal force, greatly strengthened by the formation of the Russian Communist Party last month under the leadership of Mr Ivan Polozkov.

### Largest blunder

The general secretary has not been able to get his leading cadres to accept their own slow death: we have witnessed in the past few days, the revenge of the apparatus. This Congress, which he was instrumental in bringing forward to force the pace of change, has instead become an old left sounding board: what had seemed like another shrewd move from the master tactician now, in retrospect, seems like one of his largest blunders yet.

But the outcome of this might still be hopeful. The Congress has so far made it plain that the party is not in a

## Union leaders out of control

MR Gavin Lightman's inquiry into the use of funds intended to help striking miners in Britain during the 1984-5 pit strike makes disturbing reading. Five years after the strike ended in defeat for the National Union of Miners, its two national officials were still concealing an array of unofficial bank accounts and trusts. They were behaving as if the union was still in a state of emergency which required such secrecy.

Mr Arthur Scargill and Mr Peter Heathfield were not using these funds for their own personal gain. But they were unwilling to tell the union's elected national executive about funds established during the strike to avoid the effects of sequestration. Mr Scargill, the union's president, even believed that money contributed by miners in the Soviet Union during the strike was not legally the NUM's property.

The inquiry, carried out after accusations were made against Mr Scargill in the Daily Mirror newspaper and on Central Television, does not provide a full answer to the question of why the two men behaved in this way. Mr Heathfield told Mr Lightman that he did not tell the executive about a sum of £500,608 in one trust fund because it would undermine his plans for the union to cut costs.

Mr Scargill believed that some of the money contributed during the strike was not legally the NUM's property. Mr Lightman says that he sacrificed the NUM's financial interests to those of the International Miners Organisation in Paris which controls one of the funds. Mr Scargill is also president of the IMO, a body said by Mr Lightman to have no proper financial controls or audits.

### Pit closures

Mr Scargill's conduct is not entirely surprising. He has shown no sign since the strike of having given up hope that the NUM's members will revolt again against pit closures. Partly as a result, the NUM has been excluded from national pay negotiations and increasingly ignored by British Coal. The union's membership and influence within the industry

radical mood: that its most combative members prefer refuge in Leninism to a contemplation of reality. This is at least clear.

### Strong fears

The arguments for Mr Gorbachev to remain as head of the party have been - still are - impressive. It remains hugely powerful - in the ministries, the enterprises, the military and the KGB: indeed, the latter two bodies would probably still take their orders from it, rather than the Government, if a choice had to be made. As a letter published on Wednesday by 47 prominent political figures made clear, there are strong fears that party old leftists could coalesce with the military to effect a coup. Better, it has been assumed, that Mr Gorbachev remains head of the party than that it pass to weaker, or to potentially hostile, hands. Less dramatically, it has also been assumed that the only party could continue to push perestroika along its wandering and increasingly rocky path.

Yet the 28th Congress may now have dictated that the large risks in locating reform on a power base outside the party must be taken. Beyond the Kremlin Hall in which the debates rage, even the most hidebound of the delegates must have a inkling of how unpopular the party has become, and of how self-destructive, at home and especially abroad, would be the task of resurrecting its grip on society. Dr Abalkin and Mr Eduard Shevardnadze, the Foreign Minister, pointed out at the Congress that the supreme authority for the Soviet people must be their Government and not the party. It is leaders like these who ride the tide of Soviet history.

Mr Gorbachev can go with them only if he has a popular base. His delay in seeking a mandate for his presidency was mistaken: now must be the time to rectify that mistake, perhaps after ensuring that Mr Boris Yeltsin, the Russian president, will not oppose him. If the 28th Congress can precipitate such a severance between party and state, it will have been momentous indeed.

have both declined disastrously.

It none the less raises two questions about the governance of the NUM and other unions. The first is whether the financial controls on unions set out in the 1974 Trade Union and Labour Relations Act are sufficiently strict.

The NUM's national officials managed to exclude any mention of these accounts and trusts from the returns it makes each year to the Certification Officer for unions.

### Inadequate returns

When Mr Scargill finally disclosed the existence of the accounts under threat of public exposure, he claimed to have been vindicated by an audit described by Mr Lightman as "a very limited, and for practical purposes, meaningless exercise". The Government should review whether the interests of union members are being served by a law which allowed the NUM to make such inadequate financial returns.

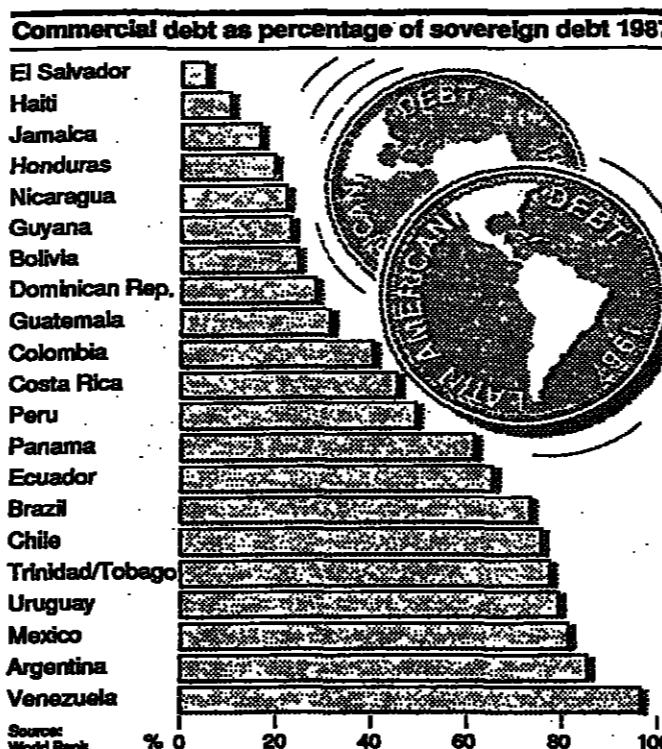
The second question is for the 15 members of the NUM's executive, from which the two national officials are supposed to derive their authority and power. Mr Lightman's inquiry makes it clear that Mr Scargill and Mr Heathfield have consistently kept the executive in the dark about the union's financial position for five years. Mr Scargill said he could see nothing wrong in them doing so.

The NUM executive must choose whether to let itself be treated with this degree of contempt in future. The next time Mr Scargill must face the discipline of a ballot for the union's presidency will be 1993, if the NUM survives as an independent union that long. It would be best for the union to make its membership if Mr Scargill was placed more firmly under the executive's control until then.

### Foggitt's July

The wet and windy start to July has not surprised Bill Foggitt, the 77-year-old Thirk weather sage who predicted a late summer, but he is hopeful of better weather towards the end of the month if we can successfully negotiate July 15. St Swithin's Day.

"July tends to go to extremes, either very warm



## Forgive but not forget

Stephen Fidler on a Group of Seven review to ease Third World debt burdens

The dam against debt forgiveness was first breached at the Toronto economic summit two years ago. The Toronto tent attempted to ease the debt burdens of the poorest countries in black Africa. They allowed Paris Club governments to write down export credit loans debts, lower interest burdens or extend rescheduling periods. But in spite of the fiasco, the benefits to date have been extremely modest. According to the World Bank, the annual debt service savings have amounted to \$50m a year, a mere 2 per cent of these countries' foreign debt bill. It has called for more

over those indebted to western governments.

In the past, the Paris Club has justified this difference by making the point that governments, unlike banks, are willing to reschedule interest and on top of that make new loans. This rescheduling of interest is the equivalent of what banks used to call "new money" - loans that would in effect go part of the way to paying the countries' interest bills.

But that has made the Paris Club, according to one western official, into an engine of debt creation that was always more efficient than the desultory

The Houston initiative is expected to provide official debt relief for a wide group of indebted countries

action on this problem.

The so-called Brady initiative, adopted last summer, attempted to address the problems of middle-income countries with heavy debt burdens to commercial banks. For the first time, the World Bank and International Monetary Fund would provide finance to help debtor countries lower their debt.

The Brady initiative has thrown into relief a number of anomalies. While western governments have been encouraging banks to forgive debts, they have been insisting that they themselves should be paid back in full. It has also resulted in better treatment for those countries "lucky" enough to be indebted to banks

new money exercises of commercial banks. It meant inevitably that official debt became a greater and greater proportion of many rescheduling countries' debt burden and that owed to the banks a smaller proportion.

World Bank projections suggest that at the end of this year, debt rescheduling countries will owe \$522bn to private creditors - almost exactly what they owe to official creditors. But six years ago, debts to private creditors stood at \$450bn while those to official creditors were only \$234bn.

This problem is likely to be deepened as the Brady initiative reduces countries' debt to banks.

Most bankers have wel-

comed the indications of support for official debt forgiveness as a sign that governments are now prepared to do what they have been urging banks to do for over a year. Mr William Rhodes, the senior Citicorp executive responsible for Third World debt, applauded the Bush initiative "as a necessary extension to the Brady plan. It recognises that official debt has to be part of the equation."

But some bankers are not so sure. They are worried that discipline in the international financial system will be further slackened at a time when commercial banks already face interest arrears from indebted countries of around \$20bn.

Official debt forgiveness will supposedly only be available to those countries following "sound" economic policies approved by the IMF. But critics suggest the problems of "moral hazard" - rewards for bad behaviour - will deepen.

The broadening of debt relief also brings with it many complications. Export credit agencies are run in widely differing ways. Some agencies, such as Britain's Export Credit Guarantee Department, have already been forced to make provisions against their Third World loans. Others, for example France's Coface, have made no such provisions. While in theory governments are ideally placed to forgive debts, in practice the process will therefore be hugely difficult. "The Brady plan was complicated but it had nothing on this," observes one western official.

Being forced to write off debts may reduce the inclination of some export credit agencies to provide new loans to debtor countries. With bank lending already having dried up, this may be seen as a problem. On the other hand, export creditors may become more widely seen as a questionable venture for motorway companies.

The Brady initiative makes reference to the role of the market in deciding a proper level of discount on the debt. While there is a debate about what this means in practice, it will be far harder to impose the market into official debt forgiveness.

The US has said it will sell in the market a portion of the Latin American loans of the Ex-Im Bank and Commodity Credit Corporation. This will facilitate, for example, debt-equity swaps and swaps of debt to reserve the environment.

There have been suggestions too of export credit agencies swapping exposure to even out the burdens though this itself is fraught with problems. The market has other potential, but at the margin: bankers suggest Poland's \$4bn of official debt to Brazil can be erased in a way which also lowers Brazil's bank debt burden.

Furthermore, official debt relief is likely to add weight to calls to revise the ad hoc approach which has characterised the approach to the debt issue so far. The perceived need to resolve debtor countries' debt relief needs in a format which has parallels with domestic bankruptcy procedures may well grow.

\*Latin American Debt: Facing Facts by David Knox. Published by Oxford International Institute, 57 Woodstock Road, Oxford, OX2 0HU. £20 or £30.

FINANCIAL TIMES FRIDAY JULY 6 1990

## Danger: white elephant ahead

George Graham on criticisms of French motorway funding

The French motorway system is managed and developed without any logic, be it economic, financial, judicial or accounting.

This judgment from the Cour des Comptes, the French national audit office, may seem somewhat alarmist to the unconcerned motorist, making his or her way in comparative safety, and without many delays.

France is, however, embarking on an extension of its network, with a plan to add 3,000km to the 5,400km in service. If the Cour des Comptes is right, it could be serviced. Not one of the planned sections is intrinsically profitable enough to allow it to be financed at real interest rates higher than 3.5 per cent, half current rates.

In all, the system has developed a built-in expansionism: rather than fulfilling the old promise that the tolls would be lifted from the motorways once the debt had been repaid, the companies are condemned to keep on building new routes so that they can continue to milk the old ones.

The Cour des Comptes, taking an editor's approach to the problem, points out some of the flaws in the system as it is theoretically structured: the government and the motorist.

Companies argue that in spite of a certain amount of trial and error in the development of these structures, they have proved that they work.

Some civil servants, however, take the criticism deeper: they argue that the motorway financing structures that have developed now tilt the entire debate over transport infrastructure and could influence the choice of routes to be built.

For although the national motorway plan lays out a complete project, few government officials outside the Transport Ministry believe it will be possible to maintain the construction rhythm of 300km a year laid down. In this case, where should the priority be placed?

The choice, broadly, is between expanding the already saturated north-south routes such as Lille-Paris, and helping the western region, which might otherwise be abandoned on Europe's map, with routes like Nantes-Orléans-Troyes.

There are two conceptions: the Transport Ministry, for regional development reasons, wants to concentrate on the west, while the Finance Ministry, which does not want to spend too much, prefers the more immediately profitable north-south routes," comments one government economist.

The existence of the semi-independent companies should bias the choice in favour of the more profitable routes. The east-west routes would require a less financial approach which might be better served if, as the Cour des Comptes suggests, the motorways were brought back into the central state budget.

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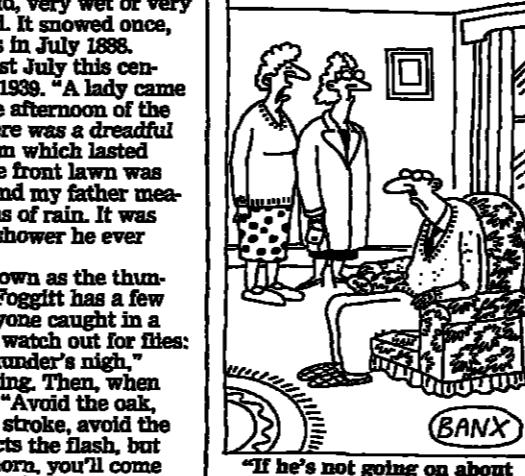
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ALSO AT BRANCHES IN  
MANCHESTER AND BRISTOL

## OBSERVER



"If he's not going on about penalties, he's humming old Rolling Stones."

ing jokes in his letters to his publisher, William Strahan. The distinguished Scottish economist, David Simpson, draws our attention to: "A man, says the Spanish proverb, had better be a cuckold and know nothing of the matter, than not be a cuckold and believe he to be one."

Even Professor Simpson, however, only claims that this is an example of Smith's "light-heartedness". It seems lugubrious to us.

D B Raphael, Emeritus Professor of Philosophy at Imperial College, London, is another prominent authority on Smith. He thinks that if you combed through the works of Edward Gibbon, the historian, you would not find a joke either, jokes - as distinct from wit - not being a characteristic of 18th century Britain.

Some of our more left wing readers think that Adam Smith is a joke in himself, and the recently founded Adam Smith Institute even more. One letter to that effect comes from Chingford, the constituency of Norman Tebbit.

Yet it appears that Smith did make something approach-

ing to a joke: Samuel Brittan says that a joke is what appears at the bottom of the Observer column. My own view is that one of the best joke-makers is Michael Foot, like calling Norman Tebbit "the Chingford skinhead" or "a semi-house-trained police."

Foot is a scholar of the 18th century and knows all about the wife of the period. If he had the right, he would have certainly enjoyed the competition. Prizes to Hicks and Raphael, and thank-yous to others.

### Pair of Jays

Michael Jay is returning to London from his post as Financial and Commercial Counsellor in the British Embassy in Paris a year early to become Assistant Under-Secretary at the Foreign Office for European Community affairs. Jay's links to the French, however, should remain strong. His wife, Sylvia, is an Assistant Secretary in the Overseas Development Administration (ODA) of the FCO, currently on unpaid leave. Recently she has been advising Jacques Attali, formerly economic adviser to President Mitterrand, and head of the new Bank for European Reconstruction and Development, to be based in London. She will continue to work for him.

### That's it, then

This Observer is saying farewell, after 2½ years in the chair. It has been great fun, if at times a little frantic. I should like to thank all those readers who have been in touch, by letter and telephone, often to complain about the standard of the final joke, then to offer others, some better, some worse. I came to the conclusion that there is no such thing as a totally new joke. And remember what the German professor said in his lecture on humour: "A German joke is no laughing matter." Thank you and good morning.

**M**r Peter Brooke hopes he is on to something. You could sense this yesterday, as the Secretary of State for Northern Ireland reported progress towards talks between the parties involved in the distressed province for which he is responsible. The Dublin Government is still holding out on what seems to outsiders a technical insistence on being involved from the outset, but perhaps that can be resolved. Until then, there cannot be a starting date. Meanwhile, the cries of "well done" and "splendid fellow", which have been heard in London over the past few weeks, must add to the pleasure of a post the Northern Ireland Secretary enjoys so much he should pay the taxpayers for the privilege of having it. What is open to question is whether he really can bring about a new pan-Irish settlement.

This being an Irish tale, we have seen it all before, many times over, with hopes aroused, expectations frustrated, openings of doors to peace here, doors slammed shut there. To those of us who intermittently turn our attention to Ireland's painful tribal dispute the narrative never seems to change. Every time we look, it appears as unlikely as ever to have a happy ending, or any ending at all. Why should Mr Brooke tell himself that he might be able to achieve what has proved impossible since, shall we say, the first troops were dispatched to Belfast in 1969?

A large part of the answer is that he thinks the spirit of the times may be favourable. The upsurge in nationalist politics that preceded the onset of the past two decades of increasingly bloody troubles coincided with the *Zwischenstoss* of 1988. That was the year of the "Prague Spring" and rioting in Paris; it was quickly followed by unrest on the British mainland and in western Europe. Attempts are being made to bolster these successes with an economic policy that is somewhat more social-democratic or dirigiste in spirit than anything permitted in the rest of the United Kingdom. The Fair Employment Act is the most outstanding example; the assiduous courting of inward investment is another.

The spirit of 1988-90 is quite different from that of two decades ago. Its outstanding characteristic is that of a thaw. In many parts of the world previously frozen positions have slowly melted, until, at an accelerating pace, they have begun to crack. This has already done its work in sweeping communist satellite governments from power in most of eastern Europe. It has

## POLITICS TODAY

# Hoping to pull out a political rabbit

By Joe Rogaly



brought peace to Namibia and a change of government in Nicaragua. It is likely to lead to the removal of the Communist Party of the Soviet Union from its previously commanding position of authority. In South Africa it has begun a process that will surely end in the installation of a democratically-elected black government. What is open to question is whether he really can bring about a new pan-Irish settlement.

This being an Irish tale, we have seen it all before, many times over, with hopes aroused, expectations frustrated, openings of doors to peace here, doors slammed shut there. To those of us who intermittently turn our attention to Ireland's painful tribal dispute the narrative never seems to change. Every time we look, it appears as unlikely as ever to have a happy ending, or any ending at all. Why should Mr Brooke tell himself that he might be able to achieve what has proved impossible since, shall we say, the first troops were dispatched to Belfast in 1969?

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devolved assembly. Some unionists want it to have minimal powers, as of a local authority; others would prefer a parliament. Most unionists reject "power-sharing" by which is meant a permanent coalition giving cabinet posts to representatives of the Catholic minority. Dublin insists on power-sharing, which is why it wants to be in the constitutional talks from the start. The British Government understands well enough that without a role for Nationalist representatives a unionist-dominated devolved government might so override the interests of the Catholic community that the whole frustrating cycle of hopes aroused and hopes dashed could be renewed.

\*\*\*\*\*

If the next election results in a hung parliament the 17 Northern Ireland MPs will be able to barter their votes, most of them unionist-inclined. When this happened in 1974 Labour won the auction, and subsequently increased the number of Northern Ireland constituencies. It may pay heavily for that next time, since the Labour Party still alludes to a united Ireland in its most recent policy statement, albeit adding that it must be achieved "by consensus and without violence". I would not expect Mr Brooke to pander to unionist desires to abolish or neuter the Anglo-Irish Agreement in order to win their future support, but if there is an agreed settlement the Tories will, as a by-product, be the likely beneficiaries at Westminster.

Meanwhile the Conservative Party chairman, the shameless Mr Kenneth Baker, is inclined to talk of an election in 1992. He is determined not to close that option, in spite of the recent narrowing of Labour's lead in the opinion polls. May 1992 would mean that between now and the next election there would be two party conference seasons, two Budgets and two sets of poll tax demands.

This might explain the recent upsurge in IRA activity on the British mainland and in western Europe. Attempts are being made to bolster these successes with an economic policy that is somewhat more social-democratic or dirigiste in spirit than anything permitted in the rest of the United Kingdom. The Fair Employment Act is the most outstanding example; the assiduous courting of inward investment is another.

The Irish Government is insisting on maintaining the substance of the agreement, or replacing it with something "better" — that is, more to Dublin's taste. It affects to have no intention of putting the removal of articles two and three to a referendum, which it says would be lost anyway.

A concomitant matter of substance is the nature of any

ment of Northern Ireland's affairs; in return the Irish Government recognises that there could be no incorporation of the six counties until the inhabitants vote for union. The unionists are now ready for talks, after much fudging of previous procedural demands, in the apparent belief that they can dilute or demolish the "Irish dimension" and persuade Dublin to remove the sides' position to suit the expectations of the others. We must assume that Mr Brooke is not so much a dissembler, as a patient cogoler.

This might work sufficiently well to get talks started — we shall see before the summer is out — but it can easily break down once matters of substance have to be addressed.

To the unionists the greatest of these is the Anglo-Irish Agreement, concluded to their fury and dismay in November 1985. It introduced an "Irish dimension" into the manage-

The political debate in the US is being fuelled by a bestselling book, writes Lionel Barber

## Rich pickings for a prophet of populism

Americans are taking a

second look at the 1980s, and many do not like what they see. Once acclaimed as the decade when the country regained its strength and self-confidence, the 1980s are increasingly portrayed as a period of greed, self-indulgence, rising debt and false prosperity.

Now comes a new book\* to stoke the debate. Mr Kevin Phillips, a prominent Republican political theorist, argues that the 1980s amounted to the triumph of Upper America. It was an era of "too many stretch limousines, too many enormous incomes and too much high fashion," when inequality intensified and the Republican Party lost touch with ordinary middle-income Americans.

The result, writes Mr Phillips, will be a populist backlash similar to those that followed other periods of unfettered capitalism. Just as progressivism followed the gilded age of robber barons in the late 19th century, and the New Deal followed the speculative binge of the 1920s, so too an anti-elitist economic populism will follow in the steps of Mr Michael Milken, Mr Donald Trump, Mrs Nancy Reagan and Mr George Bush.

Mr Phillips has stronger credentials than most political pundits. More than 30 years ago, as a precocious young Republican operative, he helped Mr Richard Nixon devise the "southern strategy" of wooing conservative white voters by painting the Democratic Party as liberal elitist and remote from "Middle America".

Did I say "shameless"? Mr Baker's latest anthology, due out in September, is a collection of piquant parades, printed opposite the verses that inspired them. Some will be political, taken from the New Statesman's parodist, Roger Woddis. All his choices are attacks on opposition parties; none of the left-wing weekly's vitriolic poems about Conservatives are included. Smiling his broadest smile, Mr Baker maintains that he has simply picked the best from the wide range of works available.

This cultural populism has helped the Republicans win five out of the last six presidential elections, including Mr Bush's crushing defeat of Mr Michael Dukakis in 1988. Mr Phillips' defection has infuriated Republicans, but it has given heart to the Democratic Party which — in terms of presidential as opposed to congressional elections — is about as weak as the British Labour Party after the defeat of Mr Neil Kinnock in 1987.

In the 1980s, Mr Phillips writes, money did not talk — it shrieked. It was an age in which economic inequality

populist backlash. The stigma of collaboration could also persuade the party to choose someone from outside Washington to run in 1992. More immediately, Mr Bush's acknowledgment last week that new tax revenues were needed to help reduce the budget deficit has already set off a debate on whether the top 1 per cent should pay more tax.

But as one top Democrat official points out: "We can't come across as the party that wants taxes, nor can we argue that we should tax the rich for the purposes of redistribution. We have to argue on the grounds of fairness."

For the most important contribution that Mr Phillips has made is that Mr Bush's book has risen within two weeks to the Top Ten Bestseller list in the Washington Post — is the way he has exposed the current vacuum in American politics at the end of the Reagan era.

The search for a New Politics concerns Republicans as much as Democrats. Under the "kinder, gentler" leadership of Mr Bush, the Republicans have turned a little mushy. One measure of the party's desperation is its embrace of emotive but empty issues such as opposition to flag-burning and pulsing tax rates for millionaires fall from 70 per cent to 28 per cent.

The question is this: if economic populism was so potent, why did the Democrats fail to use it in 1988 against Mr Bush? After all, the evidence was widely available, and Mr Bush the Yale-educated country club Republican who comes from the "watercress sandwich wing of the party" would seem to have offered an inviting target.

Mr Phillips contends that the Democrats were the Great Collaborators in the 1980s, supporting Mr Reagan in his legislative agenda which favoured the rich. In 1988, the Democrats flatteredly flirted with populism. Only at the end of his campaign did Mr Dukakis finally start talking about income disparity, the "bi-coastal economy," and being on the right side of working men and women. But, after all, he was the "ethnic yuppie" who had made it.

Will the new populism sell in the 1990s? For tactical reasons, the Democrats certainly intend to pick up some of Mr Phillips' themes. The savings and loan debacle could create a

The Democrats, too, should be careful about embracing Mr Phillips as the prophet who can lead them out of the wilderness. His book fails to identify a new role for government in correcting some of the excesses of the 1980s, whether at state or federal level. What is clear is that Mr Phillips, the man whom the conservative commentator Mr William F. Buckley once described as a "Country and Western Marxist," has at least given the party an opening.

*The Politics of Rich and Poor.*  
Kevin Phillips. Random House, \$19.95.

## LETTERS

### Labour answers needed on social security 'cuts'

From Mr Nicholas True

Sir, Mr Michael Meacher, Labour's Social Security spokesman, rehearses at length his now familiar analysis of social security savings under the Conservatives ("An unnoticed windfall for Thatcher's Treasury", July 4). Not one column millimetre was devoted to what Labour intends to do about it.

Mr Meacher repeated the old canard that this Government has abolished a rule "which had been implemented by the previous Labour Government" to uprate pensions by earnings or prices, whichever was the greater. At least this Government has been honest about its position. Labour in fact failed to implement this rule in 1976 and 1978 — and planned to ignore it in 1979. Mr Meacher — as a minister at the time — has reason to know the truth, even if he claims otherwise.

Mr Meacher asserts that "savings" have reached £27.28bn. The honourable inference to be drawn from this out-right attack is that Labour would have financed all this spending. How by higher taxation, by borrowing, or both?

Finally, if Labour is to campaign on this basis, can he confirm that a Labour Government would immediately restore the cuts?

Mr Meacher now casts the annual savings at "nearly £7bn" and rising. He says that total savings in the 1980s will be over £70bn. Again, will he state how this £70 bn — or even the first £7bn of it — will be financed? Scarcely, I think, from the limited, if damaging, tax increases already admitted to by Mr Kinnock.

There is something understandable, if inadequate, in politics rooted in moral indignation. There is something disreputable in the politics that implies bounty to some of the least fortunate in our society, combined with studied silence about when that bounty is to be delivered or how it is to be paid for.

Nicholas True  
114 Palewell Park, SW14

From Mr C.H.A. Landa

Sir, Mr Meacher attacks the Conservatives for swinging cuts in social security. He estimates the "cuts" at £27bn in the last decade and guesses that the figure of £100bn dur-

### 'Splendid support' for the CTCs

From Sir Cyril Taylor

Sir, The article by Norma Cohen on City technology colleges ("Educational castles in the air," June 25) gave less than generous recognition to the splendid support given by British industry to this important initiative.

To date 176 companies, foundations and individuals have pledged £24m of support for the first 20 CTCs. This includes 22 pledges of £1m or more from ADT, BAT Industries, the British Phonographic Industry, Cable & Wireless, Hugh de Capell Brooke, Dixons, Harry Dianjoly, the Haberdashers' Aske's Boys' School, Haking Enterprises, Sir Philip Harris, the Hatter Foundation, London Docklands Development Corporation, Geoffrey Leigh, the Mercers' Reg Vandy Group, Southwark Diocesan Board of Education, Tarmac, Trust House Forte, and the Wolfson Foundation. A large number of other British companies have contributed the balance of the £4m.

I can also see clearly what would happen with a Mr Meacher in charge. First, his so-called cuts would be reinstated and the budget increased. On a reasonable guess this would be financed by a mixture of higher borrowing and higher personal taxes (national insurance contributions for example). Both would increase inflation, the first via higher interest rates, the latter by higher wage demands.

Already the CTCs which are open have made radical innovations in secondary education. These include asking their pupils to work harder by extending the school day, encouraging more pupils to stay on at 16 by offering a wide

range of courses including BTEC National and the International Baccalaureate, using computers to help children to learn mathematics, science, technology and English more effectively and, above all, raising the expectations of achievement by pupils with a wide range of ability.

The CTC Trust recognises that the initial CTCs which are newly formed schools have required substantial government support to pay for the cost of either new school buildings or the refurbishment of old schools. However, without the generous support of our 176 sponsors the prototypes for this urgently needed new type of secondary school would never have been developed.

The early success enjoyed by CTCs in attracting large numbers of pupils and parents has already convinced several local education authorities, including Wandsworth, Lincolnshire and Hillingdon, that they should convert existing maintained schools into CTCs using the voluntary aided mechanism.

This potential powerful new tripartite partnership of industry, local education authorities and the Government looks likely to establish many more CTCs but at a greatly reduced unit cost since the buildings are made available at no cost.

Already this formula is attracting a new group of sponsors which includes some of the biggest companies in the country.

Cyril Taylor,  
Chairman,  
City Technology Colleges  
Trust,  
37 Queen's Gate, SW7

### FTSE 100 'was doing what it was set up to do'

From Mr Peter D. Jones

Sir, Your article ("FTSE 100 under fire following charges of market manipulation," July 2) has a delightfully eye-catching headline. But its use of phrases popular in the tabloids — "there were calls yesterday for..." and "pressure is now mounting for..." serve only to misinform the reader by appearing to create a crisis where none exists. In particular you falsely accuse the FTSE of failing to do a job for which it was not intended.

That there was an upheaval in the equity markets last Friday morning as the expiry of the FTSE options and futures contracts approached is true. The

FTSE exists as a price quotation index and not as a measure of deals done. It faithfully reproduces the dramatic price increases seen that morning. It fulfilled a useful role in drawing the attention of all market watchers (not just of derivatives) to the curious goings on then taking place in equities.

The article's authors may wish to comment on defects that they perceive in the calculation of the expiry value of the FTSE options and futures — so that in future they reflect deals not prices. That lies within the prerogative of the derivatives markets.

Peter D. Jones,  
Chairman,  
FTSE 100 Steering Committee,  
114 Old Broad Street, EC2

## EUROPE'S



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CITY

## SURPRISING



## INSIDE

## Dollar happy



A UK-based multinational, it may be, but British Petroleum has many of the hallmarks of a US corporation. Its principal earnings come from oil, a dollar-based commodity, and about 40 per cent of its assets and nearly one-third of its staff are in the US. In 1985, it embarked on a financial strategy to fund itself principally in dollars. This has had a profound effect on BP's borrowings programme turning the group into one of the most active and sophisticated swap market users, writes Andrew Freeman. Page 28

## Up and up in Caracas

The stock market in Caracas lists only 99 companies. This year, however, a spectacular rise in share prices has attracted international attention. On Wednesday the index reached 4,919.50 up 78.6 per cent from the end of December. Undervaluation of shares and a decline in domestic interest rates fuelled the rise. But with 87 per cent of the share activity accounted for by just 10 issues, the market activity is extremely vulnerable to manipulation. Page 46

## High flying ambitions

American Airlines has taken its biggest plunge yet into the international air travel market. This week it opened the new Latin American routes it purchased from the bankrupt Eastern Air Lines last December. The expansion is part of the group's five-year \$11bn growth plan. Its stated aim is to become the premier international carrier of the US. Barbara Durr reports. Page 24

## De Groot's curtain call

People will always have waste to dispose of, and North American children will always need to get to school. On these simple truths, Canadian entrepreneur Michael de Groot has kept many institutions and thousands of private investors happy for 20 years. At 57, the Canadian entrepreneur is now retiring. But his creation Laidlaw, north America's third largest waste-management company and the largest school-bus operator, aims to continue its impressive growth and become more international. Page 24

## Weir rights to fund expansion

A £29.5m rights issue has been launched by Weir Group, the Glasgow-based engineering concern headed by Lord Weir (left). The 1-for-5 issue, at 250p per share, will be used to fund two acquisitions. The bulk will go towards the £20.5m (£54.4m) purchase of Strachan & Henshaw which has interests in handling equipment for difficult materials, such as nuclear waste. Weir is also to make its first manufacturing step into the US where it will buy Abwood and Morrell, a valve-maker, for about £8m cash. Page 32

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## Chief price changes yesterday

FRANKFURT (DM)			
Alfa	565	+ 85	518 + 16
Col Versch	1360	+ 100	2140 + 56
Col-Chemie	750	+ 10	1630 + 56
Fedco	840	- 23	640 - 15
Montenba	3485	- 12	612 - 15
Resch	355	- 10	417 - 30
TOKYO (Yen)			
Aeon Products	377	+ 3	7180 + 720
Alfa Douglas	404	+ 13	1150 + 110
Col-Sanki	238	+ 10	2020 + 220
Hb-Ser. Bank	42	- 1	1650 + 180
IBM	117	- 2	1940 + 220
Microfin	6	- 2	2000 + 220
Phil Morris	472	- 5	2350 - 140
PARIS (Fr.)			
New York prices as at 12.30pm.			
LONDON (Pence)			
Alfa	267	+ 6	480 - 10
Lloyd's	177	+ 8	472 - 9
Marconi Radio	303	+ 8	227 - 9
Tiophok	557	+ 21	708 - 16
Fedco	227	- 6	226 - 6
AT&T	171	- 6	665 - 24
Ampli Gp.	228	- 10	832 - 15
Baillie G.	285	- 10	327 - 10
Capital Radio	194	- 22	1568 - 25
Gerrard & Nat.	230	- 5	598 - 18

# Mannesmann plans DM700m rights issue

By David Goodhart in Bonn

MANNESMANN, the West German engineering group, plans to raise DM700m (£425m) in a one-for-10 rights issue – its second major rights issue within eight months.

The cash from the latest issue, announced yesterday at Mannesmann's annual shareholder meeting, will go towards projects in East Germany and the building up of production abroad, especially in the US.

Mannesmann, which now owns a 10 per cent stake in the UK's TI Group, is in the middle of a big investment and internationalisation programme. It said yesterday that 64 per cent of the company's sales come either from exports or from foreign-based production but that about three-quarters of that is German-based production for export. "We must continue to spread more of our production abroad," it said.

Mannesmann has, for at least two years, been looking for a large US acquisition but has found nothing at a suitable price. The company revealed yesterday that talks were currently taking place with the East German Government about extending the mobile phone network to East Germany. "We are hoping that the Government will not decide to give the service to another private sector consortium otherwise our ability to compete against the all-German state-run competitor system will be hampered," it said.

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Although it has not abandoned the search, it appears now to be concentrating more on capital investment in existing plants in the US, France and Spain.

The company's other major investment programme is the establishment of Germany's private sector mobile phone network for which a Mannesmann-led consortium won the licence at the end of last year.

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Werner Dieter: presiding over international expansion

## Bosch forecasts slower growth

By Andrew Fisher in Frankfurt

ROBERT BOSCH, the West German automotive equipment and electronics group, expects slower growth in turnover in 1990 after last year's rise of 10.5 per cent to DM36.5bn (£11bn). It says this will come as a result of a slowdown in the expansion of leading world economies, especially in the motor sector.

Mr Marcus Bierlich, chief executive, said group turnover this year would be about DM32bn, roughly 4 per cent higher than in 1989. In the first six months, it rose by 4.8 per cent to DM15.9bn. Roughly half of group sales is accounted for by automobile equipment, notably anti-skid braking (ABS) and fuel-injection systems.

The group is stepping up its capital spending, with an increase of 23 per cent to DM3.5bn planned this year. About two-thirds of this will be spent in the motor equipment sector, where Bosch is expanding its business in the UK, France, Spain, the US, and in Asia.

Bosch is also developing its activities in East Germany, where it has signed 48 co-operation agreements. Its biggest project there is a joint venture to produce motor components in Eisenach, the border town where the Wartburg car is built and where Opel (owned by General Motors of the US) is considering a new assembly plant. Bosch plans to invest more than DM200m in Eisenach.

Its other plans in East Germany cover car radios, telecommunications, household white goods, and service centres. "The internal German economic, currency, and social union should affect our business positively," Mr Bierlich said. But he was cautious about shorter-term prospects elsewhere. Bosch, which raised net profit last year by 13 per cent to DM626m, would have to increase its cost-cutting efforts as a result of tougher worldwide competition in the automobile sector, he added.

Mr Peter Jones, research director at Greenwell Montagu, sat on the initial committee that drew up the guidelines for calculating the FT-SE value in 1983, but he says these could have been overruled by market strategies not envisaged at the time.

The way the UK stock market is structured means the index is calculated on the basis of posted prices and not on business done as is the case in many other markets – notably the US and France. This would make it easier to manipulate prices in the UK than in these other markets.

Mr Jones believes the index is structured to provide a normal market situation.

During the 10 minutes when the FT-SE value was being calculated, trading was chaotic and volume surged. Allegations flew that some houses were deliberately failing to answer their telephones – to avoid dealing at the prices they were quoting. The Exchange's preliminary investigation has concluded that deals were being struck at the prices offered. Any failure by houses to answer their telephones was therefore due to a lack of people to handle the sudden rise in demand, rather than deliberate manipulation.

Views among market makers tend to vary according to their activity in the futures markets, but the issue has rapidly polarised opinions. When the same debate raged in the US about four years ago, there was a vehement

philosophical split between the Chicago futures market and the New York Stock Exchange which still simmers today.

The problem was different in the US although the result was the same. There, massive sell orders at the New York Stock Exchange, put through right at the close of business, pushed the index value right down. Then it rose again the next day when the derivatives contracts had expired. Triple witching problems were beaten by moving the expiry of the futures and options contracts up to the start of the business day which left the whole day for order imbalances to be sorted out.

Liffe and London's Stock Exchange have always enjoyed a less combative relationship than the one between Chicago and New York. This would make it easier to manipulate prices in the UK than in these other markets.

Nevertheless, the two exchanges say they will look at the index again once the Stock Exchange's investigation is complete to see if any changes need to be made. Ms Victoria Ward, business development director at Liffe, stresses that since the markets are so closely integrated, "solutions have to be sorted out by everyone if the market behaves in a way we don't want it to."

Actual figures were not provided. In 1989, KHD made a group operating profit of DM44m after a DM28.6m loss in 1988.

## Market troubles when the witches ride

By Deborah Hargreaves looks at the role of futures contracts during stock dealing turbulence

THE witches cast their spell over London's tumultuous stock market session on Friday when cries of price manipulation echoed wildly around the City's dealing rooms. It was a situation reminiscent of the triple witching hours on Wall Street when periods of intense stock market volatility would accompany the expiration of contracts on stock options and stock index futures.

Triple witching sparked fiery debate in the US on the role played by futures contracts in the preceding quarter. By Friday, futures positions were worth some £900m (£1.67bn) after activity had doubled from last year.

London's International Stock Exchange has launched an investigation into the unusual market situation on Friday. A statement on its findings is due out later this week. It is expected to clear two of London's largest securities houses – Goldman Sachs and Barclays de Zoete Wedd – of allegations of market manipulation. But many market makers are still calling for changes in how the FT-SE index is calculated.

The integration between the futures contract and the cash market is tightened by a process called index arbitrage which involves traders taking advantage of price differences in each market by buying futures and selling stocks or vice versa.

Thanks in part to arbitrage activities, Goldman acted as a large buyer of stocks on Friday morning while BZW turned into a huge seller. Prices were confused. At one stage the market went into a period of "backwardation" when bids were higher than offers – the reverse of a normal market situation.

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## INTERNATIONAL COMPANIES AND FINANCE

## Farrow to be assessed for sale as going concern

By Kevin Brown in Sydney

THE FAILED Farrow Corporation, which owns a group of Australian building societies, may be sold as a going concern, it emerged yesterday.

Mr Ken Russell, the administrator appointed by the state Government of Victoria, said he hoped to be able to announce within two weeks whether a sale was possible.

"We have a very reputable company at the moment down there looking at the affairs of the group with a view to devising a way in which it might be resolved," he said.

The privately-owned Farrow Corporation's three building societies - the Pyramid, Geelong and Countrywide - were put into liquidation by Mr Russell earlier this week after he failed to find a buyer.

However, the Labor government of Victoria bowed to overwhelming public pressure on Tuesday and agreed to guarantee about A\$1.3bn (US\$1bn) by the three societies to small depositors.

Mr Russell said the Government's decision to guarantee the funds had made the corporation a more attractive proposition. He refused to identify the company which is assessing the group.

Mr John Cain, the Victorian Premier, is likely to announce

an investigation of the collapse shortly, in spite of the potential embarrassment to the Government, which told depositors three months ago that there was no need to withdraw funds.

The Government is also

expected to confirm shortly

that it will borrow A\$350m to finance a 25 per cent return to depositors. No timetable has been drawn up for the remaining funds to be repaid.

More than 700 Farrow staff were given notice yesterday that they will be made redundant on July 16.

Meanwhile in Western Australia, the Labor state Government yesterday moved quickly to reassure depositors in the state-owned Rural and Industries Bank, which announced a loss of A\$35m for 1989-90.

"The bank is safe, in strong hands and very well capitalised," said Mr Ian Taylor, the state finance minister. "People should adopt a responsible approach. There is no similarity between the loss and the collapse of Pyramid."

Dr Carmen Lawrence, the state Premier, said legislation would be introduced in the state parliament to improve the bank's performance by removing it from direct government control and making its directors accountable under company law.

## Bell bid for Perth newspaper rejected

By Kevin Brown

AUSTRALIA'S Trade Practices Commission, the country's anti-trust body, yesterday rejected a bid by Bell Group, publisher of the Perth-based West Australian morning newspaper, for control of the Daily News, the city's only afternoon newspaper.

Bell had argued that the News would have to close unless Bell's West Australian Newspapers (WAN) subsidiary was allowed to acquire United Media, which owns 51.1 per cent of the newspaper.

WAN already holds the remaining 48.9 per cent of United.

However, the commission said there would be "insufficient public benefits" resulting from the acquisition to outweigh the anti-competitive effect of control of both Perth daily newspapers passing to WAN.

The commission said it believed alternative buyers were prepared to purchase the News, together with a series of suburban newspapers if they

were made available at commercially realistic prices.

"With an alternative owner, the Daily News could continue in operation and the unemployment impact would be small," the commission said.

Mr Robert Maxwell, the British newspaper publisher seeking a 49 per cent stake in Bell Group, "has a reputation for intervention which leaves something to be desired," Dr Carmen Lawrence, Western Australia premier, said yesterday.

Mr Maxwell's offer is unlikely to proceed because it has already been opposed by Mr Paul Keating, the federal Treasurer (finance minister) who has the right of veto following a review by the Foreign Investment Review Board.

"We as a community value the independence of the press and more importantly than that the capacity of local owners and local issues to be the focus of the press," Dr Lawrence told the state parliament in Perth.

## Westpac Banking review

A REVIEW of Westpac Banking's direction and strategy would result in its withdrawal from poorly performing activities, said Mr Eric Neal, the chairman, Renter reports from Sydney.

"There will be withdrawal from some activities where earlier potential has failed to materialise, as was the case with Westpac Pollock," he said

in a letter to shareholders. Westpac Pollock, a US Government securities dealer, closed after trading losses. Westpac would not say if any particular business was threatened.

The review would also result in "enhancement of the bank's involvement in activities which have the capacity to produce continuing long-term benefits to proprietors."

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## INTERNATIONAL COMPANIES AND FINANCE

## NEWS IN BRIEF

## Suchard clears board of leaking

By Ronald van de Krol in Amsterdam

JACOBS Suchard, the Swiss coffee and confectionery group, said internal investigations showed none of its board members leaked news of the company's sale to Philip Morris to the press before the official announcement on June 22, Reuter reports.

"Five of the board's 13 members received inquiries from various media but they either refused contact or, if they could not avoid it, they refused to give any information in accordance with the insider law," the company added. "The probe was launched after the merger was announced because *Cash*, a financial weekly, had published extensive details of the deal 24 hours earlier, and Suchard's share price had risen strongly in above-average volume over several days."

The board of Mondadori, the Italian publishing group, named a court-appointed representative, Mr Giacinto Spizicco, as temporary chairman in place of media entrepreneur Silvio Berlusconi, who was unseated last week, Reuter reports. Mr Spizicco had been proposed by Mr Carlo De Benedetti's Cie Industriale Elettronica (CIE).

Asko Deutsche Kaufhaus, the German retailer, said it has not sold its 14 per cent stake in the Dutch retailer Ahold, but could not rule out that it might eventually dispose of the stake. "Everything is possible," a spokesman remarked. Earlier in the day, a West German investment newsletter had reported that Asko had sold the Ahold stake to Amsterdam-Rotterdam Bank.

Credit Lyonnais, the French state-controlled bank, has agreed in principle to buy two consumer finance firms and an insurance broker, Poussier-Bernard, from banking group Compagnie La Hennin, Reuter reports.

La Hennin's 72.1 per cent-owned Somica, and fully-owned Cogirote La Hennin, have around FF2.2bn (\$385m) in consumer loans outstanding.

## Oce advances by 5% to Fl 43.1m in first half

By Ronald van de Krol in Amsterdam

OCE-VAN DER Grinten, the Dutch copying machine and office equipment maker, said net profit rose 5 per cent to Fl 43.1m (\$22.7m) in the first half of 1990 on sales up 17 per cent to Fl 1.16bn.

After adjustment for acquisitions and the negative effect of exchange rate movements, the underlying rate of sales growth was 9 per cent.

Operating profit posted a steeper increase than net profit, gaining 16 per cent to Fl 79.7m.

First-half growth in net profit was held back by a Fl 7.2m increase in net financing charges to Fl 18m, reflecting higher interest rates and an expansion of interest-bearing capital following acquisitions in the second half of 1989.

Oce said the rise in operating results was due mainly to favourable trends in the market for office systems and to

the acquisition last year of the graphics division of Schäffer-Berger. The division, which has since been renamed Oce Graphics, makes a variety of plotters for use in computer-aided design and manufacturing.

Office systems sales increased by 10 per cent to Fl 650m, thanks partly to the introduction of new copiers.

However, results from Oce's design engineering activities, which include Oce Graphics, lagged behind.

Although overall sales in design engineering were up 26 per cent at Fl 557m, underlying growth was 2 per cent, after eliminating Oce Graphics' 29 per cent rise and the effects of exchange rate movements. "This decrease in growth is mainly caused by lower sales of copiers," Oce said of the design engineering sector. "Sales of copying supplies were maintained at a good level."

## L'Oréal seals alliance with Henry Racamier

By George Graham in Paris

L'ORÉAL, the leading French cosmetics group, has sealed its alliance with Mr Henry Racamier, the former head of the Louis Vuitton luggage group ousted this year by Mr Bernard Arnault after a lengthy court-room battle for control of the LVMH group.

Mr Lindsay Owen-Jones, L'Oréal's chairman, is to join the management board of Ocoff, the holding company set up by Mr Racamier and the Vuitton family to acquire the Lanvin fashion house and other prestige brand name companies.

Also joining the Ocoff board, which will be chaired by Mr Racamier, is Mr Michel Pietrini, the former head of Chanel and currently chairman of L'Oréal subsidiary.

Mr Racamier, who celebrated his 78th birthday a week ago, had once wanted to make Mr Pietrini his successor at Louis Vuitton, a proposal which was blocked by Mr Alain Chevallier, the then chairman of LVMH, and later by Mr Arnault.

The Ocoff management reshuffle sees the departure of Mr Léon Bressler, the banker who took over as chairman of Lanvin after the financially crippled fashion house was rescued by Midland Bank.

Mr Bressler had abandoned the chairmanship of Midland France to devote himself to the fashion business, but when Midland sold Lanvin on to Ocoff, he was pushed to the sideline. Lanvin is now to be run by Mr Pietrini.

Besides Lanvin, and a substantial holding in LVMH through the Vuitton family holding company VIG, Ocoff's main assets are Gordon Chois, a producer of expensive leathers, and Luxury Stores Investment, Swiss company which owns shares in a number of boutiques, including some Louis Vuitton outlets.

## Tiphook nearly doubles profits

By Andrew Hill

TIPHOOK, the British container and trailer rental company, nearly doubled its profits last year, and said the main benefits of buying Sea Containers' fleet of dry cargo containers were still to come.

The group made £22.1m (£54.5m) before tax in the 12 months to April 30, compared with £18.1m in 1988-89. Analysts estimate that the Sea Containers deal, completed at the beginning of April, could help boost profits to as much as £80m before tax this year.

Mr Robert Montague, Tiphook's chairman, said yesterday: "This growth is mainly down to organic expansion within our existing businesses. Following the Sea Containers acquisition, we have now focused very clearly on developing our rental markets."

Tiphook bought the Sea Containers assets for \$546m (£307m), doubling the size of its container fleet to 400,000 20ft equivalent units (TEU). It was the final episode in the nine-month struggle for control of the Bermuda-registered company, which also involved the sale of Sealink British Ferries to Tiphook's fellow bidder Stena, a private Swedish ferry operator. Mr Montague said Tiphook was negotiating to sell peripheral businesses, including container manufacturing and forwarding operations, which would raise £15m in total.

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## Thompson quits B&amp;C board

By Jane Fuller

SIR PETER THOMPSON, in the twilight of his chairmanship of the UK transport group NFC took on the rescue of British & Commonwealth Holdings, yesterday retired as a director of the failed UK financial services group.

He remains a non-executive director of Meyer International, the building materials distributor, and of Pilkington, the glass group, and is also heavily involved in the Confederation of British Industry.

In addition it is reported that Mr Karl-Hermann Steinberg, East German energy minister

## EAST GERMAN ENERGY INDUSTRY

## Rival bid for electricity network

FIVE small West German utilities have launched a counter-bid to take over East Germany's antiquated electricity supply industry, the West German federal Cartel Office said, writes Our Financial Staff.

On Monday, the competition authority had blocked plans by the big three West German electricity utilities BWE, PreussenElektra, and Bayernwerk, to take over the whole East German network.

The Cartel Office said the five smaller companies had told the office they were ready to spend billions of D-Marks to modernise the system. They are Hamburgische Electricitäts-Werke, Vereinigte

Elektrizitätswerke Westfalen, Berliner Kraft- und Licht (Bewag), Energie-Versorgung Schwerin and Badenwerk.

East Germany's Government said late last month it was holding talks with West German utilities interested in taking stakes in East Germany's electricity network.

The Cartel Office wants to prevent a monopolisation of East Germany's electricity industry. It said the first three bidders had not changed their proposal to take a stake of 50 per cent plus one share in the network. East German authorities had rejected this offer.

A Bonn economics ministry spokesman, however, said talks between the three and East Germany were continuing.

The Cartel Office said the latest offer would be considered carefully. He noted there was already very little competition on the West German electricity market.

According to a senior official of one of the smaller West German utilities the electricity supply industry in East Germany has total debts of at least DM10bn (£5.88bn). Had the three big West German utilities taken over the system the effective purchase price was going to be the taking over of that debt.

## Ruhrgas sparks cross-border row

Sara Knight on little-noticed yet dramatic moves in the gas sector



Sir Leon Brittan: has warned over privatisation moves

BEB Erdgas und Erdöl, will take a further 10 per cent.

BEB too has signed a contract to supply VNG with 2bn cu m of gas per year from 1993. BEB is a joint subsidiary of Deutsche Shell and Esso, each with 50 per cent, and owns 25 per cent of Ruhrgas.

Another East German gas *kombinat*, Gasanlagen of Mittenthalde, has expressed considerable concern over the way the Ruhrgas has got more than its foot in the gas industry door.

First, Gasanlagen is upset about the way the Energy Ministry has been organising future gas imports with a West German concern without informing or consulting the *kombinat* other than VNG.

Secondly, Gasanlagen is worried that if control of the East German gas sector is put in the hands of VNG, and thus also Ruhrgas, its own pipeline plans would be blocked.

Gasanlagen has signed a letter of intent with Wintershall, the BASF subsidiary, on co-operation in the gas sector.

Wintershall is planning the new Midal gas pipeline from Emden in the north of West Germany to Ludwigshafen in the south with a branch off to Philippsburg, East Germany - all to be built with the help of Gasanlagen.

Gasanlagen in turn is planning a pipeline linking the Wintershall pipeline at the East/West German border with the USSR pipeline where it meets the East German/Czech border at Sayda.

Both of these pipelines are planned to carry gas in transit for third parties - in stark

contrast to Ruhrgas policy which is firmly against any form of common carriage or transit of gas.

Thirdly, a significant part of Gasanlagen's work is construction of pipelines and associated infrastructure in the USSR.

Under a contract drawn up by the old East German Government and the USSR Government, this work was to be paid for in gas supplies. The value of the work was calculated by the USSR.

As the calculation of the value of the construction work was totally unrealistic in market terms, the East German Government in the past made up the true value with subsidy payments to Gasanlagen.

Gasanlagen's plan was to work from next year without these subsidies and the company has set up a joint venture with the state Kohle/Energie Export-Import enterprise for the yet-to-be-delivered gas.

However it looks as if this plan too may be knocked on the head if VNG and Ruhrgas end up with the reins in their hands.

So why doesn't Gasanlagen take a share in VNG? Because, under the old regime, all profits were scooped up by the state at the end of the year leaving the combines with little or no reserves.

And there's not much point, says Gasanlagen, in investing a small amount in VNG when Ruhrgas and BEB together will invest around DM500m - a bargain for control of East Germany's 8,000km of gas pipeline.

Sara Knight is a freelance writer on energy.

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**INTERNATIONAL CAPITAL MARKETS**

## German Unity bonds dip as profit-takers move in

By Stephen Fidler and Deborah Hargreaves in London and Karen Zagor in New York

AFTER a positive reception, at least from domestic investors, for the DM500 of Unity bonds priced on Wednesday, profit-taking led to a price fall.

The warm welcome ensured a strong opening for the D-Mark government bond market yesterday. The 10-year bonds were priced with an 8% per cent coupon and carried an issue price of 101. They met a strong reception from German institutions, although the response from overseas was more lukewarm.

But profit-taking set in and, coupled with technical selling on the London futures markets, prices started to erode. After peaking in Tokyo at 101.30, the price of the Unity bond dropped to be quoted in late European trading at 100.45/55.

However, the size of the yield differential that some traders, particularly outside Germany, had expected

**BENCHMARK GOVERNMENT BONDS**

	Coupon	Bid	Date	Price	Change	Yield	Week ago	Month ago
UK GILTS	10.000	94/93		13/32	-12.55	12.40	12.55	
	10.500	95/93		22/32	11.98	11.67	11.99	
	9.000	10/03		31/32	11.05	10.79	11.03	
US TREASURY *	8.875	05/00		103.08	+0.01/32	8.88	8.47	8.45
	8.750	05/02		104.01	+0.03/32	8.88	8.45	8.44
JAPAN No 119	4.800	6/99		85.84/84	-0.118	7.20	6.93	6.93
	5.700	3/07		91.18/06	-0.213	6.83	6.78	6.78
GERMANY	7.750	02/00		94.35/50	-0.400	8.82	8.72	8.68
	8.000	02/95		96.52/83	-0.034	9.94	10.00	10.07
FRANCE BTAN OAT	8.500	03/03		93.07/00	-0.110	9.61	9.65	9.74
	8.750	05/00		100.88	+0.300	10.61	10.89	10.82
CANADA	9.750	05/00		94.80/00	+0.300	10.61	9.89	9.87
	9.000	05/00		101.33/00	-0.220	8.79	8.89	8.87
AUSTRALIA	12.000	7/99		93.08/28	+0.040	13.34	13.63	13.44

London closing, \*denotes New York morning session. Prices: US, UK in 32nds, others in decimal.

Yields: Local market standard. Prices: US, UK in 32nds, others in decimal.

Technical DATA/ATLAS Price Sources

\*The ratings for KOP, Finland's largest banking group with consolidated assets of FM16.23bn (\$42bn), and UBS, the country's second largest bank, have been dropped to Double-A inferior. About \$30m worth of KOP debt and \$1.6m worth of UBS debt are affected.

The banks' commercial paper ratings have been affirmed.

The lower ratings reflect the difficult operating environment faced by the banks, partly as a result of increasing competition due to deregulation.

Prices in the downgraded bonds were little affected, dealers said. The bonds in question are mainly small volume and illiquid. One trader said bid prices were reduced slightly, but offers were unchanged.

## Three banks in Finland have debt ratings cut

By Tracy Corrigan

THREE Finnish commercial banks - Kansallis-Osake Pankki, Postipankki and Union Bank of Finland - have had their debt ratings reduced by Standard &amp; Poor's, the international credit-rating agency.

Postipankki's \$415m of outstanding senior debt launched after January 1, 1988 has been downgraded to Double-A plus from Triple-A. Debt issued before that date with the guarantee of the Republic of Finland is still rated Triple-A.

The ratings for KOP, Finland's largest banking group with consolidated assets of FM16.23bn (\$42bn), and UBS, the country's second largest bank, have been dropped to Double-A inferior. About \$30m worth of KOP debt and \$1.6m worth of UBS debt are affected.

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Prices in the downgraded bonds were little affected, dealers said. The bonds in question are mainly small volume and illiquid. One trader said bid prices were reduced slightly, but offers were unchanged.

## Revision of Swiss index planned

THE SWISS Market Index (SMI) of leading shares will be revised on January 1 to take account of the declining popularity of participation certificates (PC), Reuter reports from Zurich.

The SMI is made up of 24 shares permanently traded in Zurich, Geneva and Basle. Cliba-Geigy and Nestle PCs will be taken out of the index and replaced by the two companies' registered shares.

Alusuisse-Lonza bearers will be included in the SMI for the first time. Union Bank of Switzerland PCs will leave the index, but the bank's bearers will remain.

Sector sub-indices derived from the all-share Swiss Performance Index (SPT) will be revised to take account of changes in companies' activities due to acquisitions and restructurings.

The most important change will be the transfer of Oerlikon-Buehler from the machinery sector to the other industrial sector. This will cause the machinery sector's weighting to drop to 3.6 per cent from 4.3 per cent.

## Sydney futures prepare to trade

THE Sydney Futures Exchange (SFE) expects its new five and 10-year semi-government bond contracts to begin trading by mid-September with December 1990 as their contract month, agency reports.

The commencement date will be announced following submission of the rules to the National Commodity and Securities Commission (NCSC), the SFE said.

The New Zealand Stock Exchange plans to begin a pilot scheme of options trading at the Wellington exchange from Monday.

The scheme goes into place before plans by the New Zealand Futures and Options Exchange to introduce trading of options on individual stocks in October.

Currently, options contracts on stocks are not available at either exchange.

## Gambro placing oversubscribed

GAMBRO, the Swedish medical equipment group, has successfully placed an issue of 4m new B share stocks on international stock markets, Reuter reports from Stockholm.

Gambro said the issue, which was priced at SKr145.52 per share to raise SKr645m, was oversubscribed. The financing was partly to pay for last month's acquisition of the US's Cobe Laboratories.

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GROWING BUSINESS The Financial Times proposes to publish a Survey on the above on 23rd July 1990.

For a full editorial synopsis and advertisement details, please contact:

Astbury Corrigan  
on 071-573 3412  
or write to Miss MC  
Number One, Southwark Bridge  
London SE1 4PLFINANCIAL TIMES  
LONDON BUSINESS DAILY**FT/AIBD INTERNATIONAL BOND SERVICE**

Listed are the latest international bonds for which there is an adequate secondary market.

	Issued	Bid	Offer	Stk	Yield	Other STRAIGHTS	Issued	Bid	Offer	Stk	Yield	Other STRAIGHTS
U.S. DOLLAR STRAIGHTS												
AMERICAN NATIONAL 9.375/95	100/00	99/97	100/00	1/2	10.25	AMERICAN NATIONAL 9.375/95	100/00	99/97	100/00	1/2	10.25	AMERICAN NATIONAL 9.375/95
AMERICAN GENERAL 9.375/95	100/00	99/97	100/00	1/2	10.25	AMERICAN GENERAL 9.375/95	100/00	99/97	100/00	1/2	10.25	AMERICAN GENERAL 9.375/95
AUSTRIA 9.0/95	100/00	99/97	100/00	1/2	10.25	AUSTRIA 9.0/95	100/00	99/97	100/00	1/2	10.25	AUSTRIA 9.0/95
BAKERS HAMMERSMITH 9.0/95	100/00	99/97	100/00	1/2	10.25	BAKERS HAMMERSMITH 9.0/95	100/00	99/97	100/00	1/2	10.25	BAKERS HAMMERSMITH 9.0/95
BANK OF TOKYO 8.375/95	100/00	99/97	100/00	1/2	10.25	BANK OF TOKYO 8.375/95	100/00	99/97	100/00	1/2	10.25	BANK OF TOKYO 8.375/95
BERKSHIRE 9.0/95	100/00	99/97	100/00	1/2	10.25	BERKSHIRE 9.0/95	100/00	99/97	100/00	1/2	10.25	BERKSHIRE 9.0/95
BHP 8.5/94	100/00	99/97	100/00	1/2	10.25	BHP 8.5/94	100/00	99/97	100/00	1/2	10.25	BHP 8.5/94
BP CAPITAL 9.5/95	100/00	99/97	100/00	1/2	10.25	BP CAPITAL 9.5/95	100/00	99/97	100/00	1/2	10.25	BP CAPITAL 9.5/95
CANADA 9.0/95	100/00	99/97	100/00	1/2	10.25	CANADA 9.0/95	100/00	99/97	100/00	1/2	10.25	CANADA 9.0/95
CGC 9.0/95	100/00	99/97	100/00	1/2	10.25	CGC 9.0/95	100/00	99/97	100/00	1/2	10.25	CGC 9.0/95
DEUTSCHE BANK 9.0/95	100/00	99/97	100/00	1/2	10.25	DEUTSCHE BANK 9.0/95	100/00	99/97	100/00	1/2	10.25	DEUTSCHE BANK 9.0/95
DEMOCRATIC REPUBLIC 9.1/94	100/00	99/97	100/00</td									

# Gold Mining Companies' Quarterly Reports

## for the quarter ended 30 June 1990

All companies are incorporated in the Republic of South Africa

### Driefontein Consolidated

Driefontein Consolidated Limited

(Registration No. 69/0489/06)

ISSUED CAPITAL: 204 000 000 shares of 50 cents each, fully paid.

	Quarter ended 30 June 1990	Quarter ended 31 March 1990	Year ended 30 June 1990	
OPERATING RESULTS				
Gold - East Driefontein				
Ore milled (t)	720 000	680 000	2 812 000	
Gold produced (kg)	6 026.0	5 597.0	23 302.8	
Yield (g/t)	8.4	8.2	8.3	
Price received (R/t)	51.482	53.654	52.578	
Revenue (R/t milled)	263.84	277.03	269.92	
Cost (R/t milled)	144.05	145.08	141.30	
Profit (R/t milled)	120.79	131.95	128.32	
Revenue (R000)	189 965	188 383	758 749	
Cost (R000)	183 716	186 658	397 914	
Profit (R000)	86 249	89 725	360 830	
Gold - West Driefontein				
Ore milled (t)	705 000	705 000	2 820 000	
Gold produced (kg)	6 622.4	6 915.4	27 845.7	
Yield (g/t)	9.4	9.8	9.9	
Price received (R/t)	51.315	53.668	52.533	
Revenue (R/t milled)	294.59	330.85	321.67	
Cost (R/t milled)	171.00	165.75	165.26	
Profit (R/t milled)	123.59	165.10	156.41	
Revenue (R000)	207 666	233 249	907 112	
Cost (R000)	120 552	116 857	465 036	
Profit (R000)	87 124	116 392	441 076	
Reclamation plant - West Driefontein				
Tons treated	600 000	607 400	1 631 000	
Gold produced (kg)	328.7	332.7	906.8	
Yield (g/t)	0.5	0.5	0.6	
Revenue (R000)	10 325	11 062	29 512	
Cost (R000)	5 542	5 685	11 769	
Profit (R000)	6 783	7 377	17 743	
FINANCIAL RESULTS (R000)				
Working profit: Gold and reclamation plant	180 166	213 494	819 649	
Tribute royalties	1 430	1 142	4 254	
Net mining revenue	181 596	214 636	823 903	
Net sundry revenue (group)	13 747	12 865	60 582	
Recovery under loss of profits insurance	—	7 500	8 758	
Profit before tax and State's share of profit	195 343	235 004	893 243	
Tax and State's share of profit	61 870	120 442	405 686	
Profit after tax and State's share of profit	133 473	114 562	486 557	
Capital expenditure	51 514	41 291	201 126	
Dividend	163 200	—	205 800	
CAPITAL EXPENDITURE	The unexpended balance of authorised capital expenditure at 30 June 1990 was R876.8 million.			
DIVIDEND	A dividend (No. 34) of 80 cents per share was declared on 12 June 1990, payable to members on or about 8 August 1990.			
SHAFTS				
EAST DRIEFONTEIN				
No. 5 Sub-Vertical Shaft-E. The shaft was sunk 29 metres to its final depth of 1 554 metres below the collar on 22 Level. The raise booring of rock passes and the installation of the second man winder continue.				
No. 1 Tertiary Shaft-E. 51 metres of the 72-metre headgear have been drilled. The excavation of the tip and bias was completed and support work was commenced. C/WI work on the belt level is in progress.				
WEST DRIEFONTEIN				
No. 9 Sub-Vertical Shaft-W. The excavation of winder chambers on 21 Level continued and civil work for the installation of the kibble winder on 22 Level was commenced. The sloping of the station layout and excavation of the pump chamber on 22 Level are in progress.				
ORE RESERVES AT 30 JUNE 1990	The detailed ore reserves will be published in the annual report. At the prevailing pay limits the reserves are as follows:			
East Driefontein (Pay limit 6.5 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Ventersdorp Contact Reef	3 652 000	157	24.8	3 896
Kloof Reef	380 000	150	10.5	1 995
Libanon Reef	90 000	149	12.7	1 892
Total and averages	4 072 000	159	23.3	3 705
Leudekraan (Pay limit 8.0 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Ventersdorp Contact Reef	667 000	141	19.1	2 693
On behalf of the board				
C. T. Fenton				
M. J. Tagg				
5 July 1990				

### Kloof

Kloof Gold Mining Company Limited

(Registration No. 64/0446/06)

ISSUED CAPITAL: 121 100 000 shares of 25 cents each, fully paid.

	Quarter ended 30 June 1990	Quarter ended 31 March 1990	Year ended 30 June 1990	
OPERATING RESULTS				
Gold				
Ore milled (t)	540 000	540 000	2 160 000	
Gold produced (kg)	6 275.5	5 814.0	25 825.0	
Yield (g/t)	11.6	10.8	12.0	
Price received (R/t)	31 411	33 652	32 522	
Revenue (R/t milled)	365.64	362.90	389.47	
Cost (R/t milled)	214.20	197.51	196.84	
Profit (R/t milled)	151.44	165.39	192.63	
Revenue (R000)	197 445	195 967	841 262	
Cost (R000)	115 670	106 654	825 187	
Profit (R000)	81 775	89 311	116 075	
FINANCIAL RESULTS (R000)				
Working profit: Gold	81 775	89 311	416 075	
Net sundry revenue	6 085	7 865	30 236	
Profit before tax and State's share of profit	87 860	97 175	446 311	
Tax and State's share of profit	27 814	1 915	15 157	
Profit after tax and State's share of profit	115 674	95 261	431 174	
Capital expenditure	126 749	84 711	387 490	
Dividend	54 495	—	127 155	
Issue of debentures	—	—	35 425	
CAPITAL EXPENDITURE				
(a) The unexpended balance of authorised capital expenditure at 30 June 1990 was R846.4 million.				
(b) Included in the total of capital expenditure for the quarter ended 30 June 1990 is an amount of R106.8 million in respect of Leudekraan.				
DIVIDEND	A dividend (No. 41) of 45 cents per share was declared on 12 June 1990, payable to members on or about 8 August 1990.			
SHAFTS				
KLOOF				
No. 4 Sub-Vertical Shaft-E. The establishment of the intermediate pump chamber continued and no staking was done.				
LEUDEKRAAN				
No. 1 Sub-Vertical Shaft-L. The changeover to underground hoisting arrangements continued and the equipping of the headgear portion was completed. The equipping of the shaft down to 29 Level for sinking operations was started. The commissioning of the kibble winder was completed and commissioning of the rock winder was started.				
The surface ventilation shaft was commissioned with one fan operating.				
ORE RESERVES AT 30 JUNE 1990	The detailed ore reserves will be published in the annual report. At the prevailing pay limits the reserves are as follows:			
Kloof (Pay limit 8.0 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Ventersdorp Contact Reef	3 652 000	157	24.8	3 896
Kloof Reef	380 000	150	10.5	1 995
Libanon Reef	90 000	149	12.7	1 892
Total and averages	4 072 000	159	23.3	3 705
Leudekraan (Pay limit 8.0 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Ventersdorp Contact Reef	667 000	141	19.1	2 693
On behalf of the board				
C. T. Fenton				
M. J. Tagg				
5 July 1990				

### Libanon

Libanon Gold Mining Company Limited

(Registration No. 05/0535/06)

ISSUED CAPITAL: 40 000 000 shares of 25 cents each, fully paid.

	Quarter ended 30 June 1990	Quarter ended 31 March 1990	Year ended 30 June 1990	
OPERATING RESULTS				
Gold				
Ore milled (t)	425 000	415 000	1 710 000	
Gold produced (kg)	2 757.7	2 749.9	7 265.6	
Yield (g/t)	4.3	4.2	4.2	
Price received (R/t)	31 444	33 742	32 527	
Revenue (R/t milled)	150.17	142.90	138.43	
Cost (R/t milled)	143.25	143.57	138.15	
Profit (R/t milled)	(13.08)	(0.87)	0.28	
Revenue (R000)	55 323	59 138	236 720	
Cost (R000)	60 881	59 497	236 246	
Profit (R000)	(5 558)	(359)	474	
FINANCIAL RESULTS (R000)				
Working (loss)/profit: Gold	(5 558)	(359)	474	
Net sundry revenue	900	1 332	6 129	
Recovery under loss of profits insurance	5 000	—	5 000	
Profit before tax	422	573	11 633	
Tax	3 045	696	5 457	
(Loss)/profit after tax	(2 623)	277	6 196	
Capital expenditure	4 786	4 504	23 321	
Dividend	—	—	4 000	
CAPITAL EXPENDITURE	The unexpended balance of authorised capital expenditure at 30 June 1990 was R67.5 million.			
DIVIDEND	No final dividend was declared.			
PRODUCTION	The underground fire which was reported on 13 March 1990 was extinguished during the quarter and stopping operations recommenced in the affected area at the beginning of May. The loss of production in April was 10 000 tons bringing the total loss to 30 000 tons. A provisional payment was received from the insurers during the quarter.			
ORE RESERVES AT 30 JUNE 1990	The detailed ore reserves will be published in the annual report. At the prevailing pay limit of 5.5 grams per ton the reserves are as follows:			
Libanon (Pay limit 8.0 g/t)				
Classification	Tons	Width (cm)	Value (g/t)	cm/g/t
Ventersdorp Contact Reef				

## INTERNATIONAL CAPITAL MARKETS

## BP's debt strategists wave the stars and stripes over their British home

Andrew Freeman talks to the UK-based oil multinational about its reputation for efficient borrowing through sophisticated use of markets

**B**ritish Petroleum has many of the attributes of a US corporation. Its principal earnings come from a dollar-based commodity, oil. Around 40 per cent of its assets are in the US. And all internal management information is described in dollars, despite

The result was a decision to fund the company mainly in dollars and set up a series of ratios to guide the finance department, from which it can deviate if it sees chances to provide value for shareholders.

This has affected its borrowing programme. Since 1985, BP has been to the capital markets nearly 70 times. The \$7.7bn of funds raised were either in or swapped into dollars.

BP's borrowings currently total \$13bn, of which about \$3bn is in short-term debt dominated by a single US commercial paper programme. That is outside BP's target ratio of 80:20 for long-term to short-term debt, but Mr Percy says this is mainly because of acquisitions:

"Short-term debt is the shock-absorber we use to control the ebbs and flows of the business."

It was also decided in 1985 that the exposure to debt within BP's overall capital structure should remain in a "comfort zone" of between 30 per cent and 40 per cent. That translates to around 6.5 times the group's average internal cash generation.

**D**EBT ISSUES SINCE 1985 (\$Bn)

Euromarket	\$1.67
Yankee straights	2.05
Euro sterling	0.42
Euro AS	0.275
Euro Nzs	0.175
Dual currency	0.28
Ecu	0.128
Singapore \$	0.02
Total	6.71

Principal amounts raised. Excludes Standard Oil issues

However, Mr Peter Smyth, head of corporate finance, says: "We're willing to stretch that where there is the discipline to restore it. We call these calculated deviations for value. For example, we are still pulling it back after our \$7.5bn Standard Oil minority purchase in 1987."

The ratio peaked in the first quarter last year at about 50 per cent, and is now back to roughly 42 per cent. "We're getting back towards a flat debt book," says Mr Smyth, "so that funding is currently out of internal cash flows."

To hold the book flat, BP will have to tap the market when

existing debts mature. The group's ideal average maturity for its debt portfolio is 10 years, but the actual figure is now about nine years. Mr Smyth estimates that over 1991-93, BP will need to raise up to \$3bn to refinance maturing debt.

This makes the group one of the few potential corporate users of the new global bond structure - allowing issues to be launched simultaneously worldwide - which has become fashionable for large borrowers.

Mr Smyth thinks the Euro-bond market is accepting US-style registered bonds more readily than it did in the past, but questions whether the global structure has proved that it offers a cost/liquidity advantage.

However, it is BP's use of aggressive liability management that is giving it a reputation for sophistication. "Around

one year ago we decided to become more systematic and proactive in our interest rate exposure management," says Mr Andrew Mackenzie, a capital markets executive.

That allowed BP to decide when to tap the markets without worrying about interest rates on the new issues. The group's debt is evaluated as a portfolio requiring exposure management.

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## Southern Water makes £60m

By Clare Pearson

SOUTHERN WATER yesterday emerged as one of the water companies hardest hit by the drought when it said that in spite of taking measures to maintain supply it had been forced to impose a hosepipe ban in Kent and parts of Sussex.

Mr William Courtney, chairman, said that if the dry weather persisted Southern expected to spend close to last year's £500,000 on short-term works to maximise borehole supplies and improve distribution. A similar ban on hosepipes was imposed from May to February.

But Mr Courtney was also able to report, along with results for the last financial year, encouraging progress on investment to meet European Community water standards.

Commissioning trials at a Worthing wastewater plant were indicating compliance with the EC bathing beach directive would be achieved with capital expenditure well

below that originally forecast and within a much reduced timetable.

He said Southern was now looking at more economical solutions, which usually means they can be achieved more quickly. These had already helped the company complete investment work last year at a cost of £126m, below that forecast in the flotation prospectus last November.

However, the bulk of the 5 per cent saving came from the decline in housing starts in the region, causing deferment of planned new developments.

Capital expenditure this year is expected to be about the same as last year.

Southern's pre-tax profits for the year to end-March came to £60.1m, 5 per cent higher than promised. On a pro forma basis, the figure stood at £54.1m, against the £51m forecast. Pro forma earnings per share were 46.4p, 4 per cent ahead of forecast, but the recommended dividend of 10.02p was as promised.

The construction of extra reservoirs to combat Southern's water resource problem forms an important part of its long-term capital programme.

Mr Courtney said, he saw considerable opportunities for the six "enterprise" subsidiary companies which had been created from aspects of the core business — such as plumbing and laboratory services. The joint venture with Saur (UK), Stalwart Environmental Services, had been tendering for local authority refuse collection and cleansing contracts.

Turnover was £225.8m (£204.1m).

Southern's dividend yesterday marked the final announcement from the 10 water companies. Accordingly, it was also announced that a net dividend of £103.23 on the package of shares in all the companies, tradeable until July next year, is being recommended.

### COMMENT

With these figures, Southern wrapped up the reporting season for the 10 water companies. Like all the others, it has comfortably exceeded its flotation profits forecast and appears to have made a good start on its capital expenditure programme. It is suffering more from low water supplies than the others, but the relatively insignificant figure it put on the cost of the drought only went to show how much that factor can be overplayed.

How the companies handle their expenditure programmes is of course the key to their success. For this reason, some water followers do not favour Southern: it has the smallest programme, and therefore the most scope for developing non-core activities in the short-term. Therefore, it among the riskier bets.

Southern is expected to make pre-tax profits of about £85m this year, the shares prospectively yield nearly 8 per cent, but there is better value elsewhere in the sector.

## Babcock extending cross border alliances

By Charles Leadbeater, Industrial Editor

BABCOCK International is negotiating a series of alliances with other power generation companies in the wake of a string of cross-border deals in the sector in the past year.

The company's annual report published yesterday, the first since Babcock was demerged last August from the FRI group, says "strategic alliances in the energy sector are being negotiated with European and US companies."

The disclosure fuels speculation of a possible alliance with Siemens, the West German engineering and electronics group.

Babcock is supplying the waste-heat recycling boilers for the 900MW power station Siemens is building at Killingholme, Humberside, for PowerGen, one of the successor companies to the CEBG.

It is thought that the relationship the two companies have established over the Killingholme order could be the catalyst for wider collaboration.

Following a series of cross-border ventures formed in the last two years, such as the alliance between the General Electric Company and Alstom of France, Siemens is thought to be keen to establish a relationship with another company in the energy sector.

Babcock International signalled its intention to form international joint ventures earlier this year through its joint marketing agreement with Alstom Pyropower, the Californian manufacturer of clean, coal burning power plants in the 50-200MW range.

The company is also considering expanding its manufacturing site at Renfrew in Scotland, possibly by building a pilot plant where new products could be tested. The annual report says the group is seeking acquisitions to add to its construction and process plant contracting division, which will be expanded with the establishment of a centre in north-east England.

The report shows that Lord King, the chairman of Babcock and, also, of British Airways, where he has been criticised for the scale of his pay increases, was paid £165,182.

Mr Oliver Whitehead, Babcock's chief executive, was paid £180,842, with share options worth more than £750,000.

Lord King, in his statement as chairman, confirmed that the facilities management division was negotiating for the contract to run the Government's atomic weapons activities, principally at Aldermaston in Berkshire. The group is also exploring opportunities for further dockyard management contracts overseas.

The report says that Babcock Thorn, the joint venture with Thorn-EMI to manage the Rosyth naval dockyard continued to improve its performance in spite of significant changes to naval programmes.

## Ferranti gets time for refinancing talks

By Michael Skapinker

FERRANTI International, the electronics company, has received a one-month extension from the underwriters of a proposed £26.38m loan stock issue.

The extension, until the end of August, is to allow the group to reach agreement with its bankers on a new refinancing package.

The loan stock issue was proposed earlier this year to enable Ferranti to meet cash generation targets set by its bankers.

The creation of the loan stock would need the agreement of an extraordinary general meeting.

Mr Eugene Anderson, chairman, said last month that he was discussing a new financing package with the group's bankers which would assist it in paying suppliers and meeting future redundancy costs.

He said that the reduction in the number of Ferranti divisions from five to three would provide considerable scope for rationalisation.

The need for fresh finance became necessary when the group discovered last year that it had fallen victim to a alleged £215m fraud involving International Signal and Control, its US subsidiary. Ferranti has already raised more than £400m from the disposal of assets, including the sale of its defence systems group to GEC.



## Sclater cuts out the dash at Berisford

By Clare Pearson

MR JOHN SCLATER, who took over the executive chairmanship of Berisford International in March, could hardly cut a figure more different from that of his predecessor, Mr Ephraim Margulies.

Gone are the days when Berisford was an expanding trading group and when it was impossible to mention Berisford's name without conjuring images of the flamboyant, bulky figure of "Mang", now in his mid-sixties.

Instead Mr Sclater projects a reserved and more decorous image which was on full display yesterday as he sombrely announced the sugar and property group's grim interim results.

It has fallen to Mr Sclater, 49, previously a behind-the-scenes non-executive, to take control during this dismal period of the company's history as it seeks to untangle the collection of businesses put together under the old management.

### NEWS DIGEST

## Burtonwood 13% ahead to £4.2m

BURTONWOOD

Brewery, Cheshire-based brewer, lifted

pre-tax profits by 13 per cent

from £1.78m to £2.2m in the

year to March 31. Turnover

rose 14 per cent to £40.25m.

The company said that the

surplus for the period was

£3.52m (£2.44m).

At the end of the period the

investment portfolio was val-

ued giving a net surplus of

£1.8m which has been incor-

porated into the accounts. An

extraordinary credit this time

of £3.38m represented the

release of provisions for taxa-

tion and interest.

Net revenue for the half

year, after management

expenses up from £39.000 to

£50,000, an increased interest

charge of £740,000 (£691,000)

and a slightly reduced tax

charge of £485,000 (£487,000)

grew from £476,000 to £603,000.

Earnings per share came out

at 8.89p (8.69p). The interim

dividend is unchanged at 0.5p.

stated losses per share were 2.52p (6.89p earnings). There is no dividend (a reduced payment of 1p per share was made for 1988-89).

## Net assets rise at Fleming American

Fleming American Investment Trust had a net asset value of 194.5p at June 30, compared with 189.6p a year earlier.

Net revenue for the half year, after management expenses up from £39.000 to £50,000, an increased interest

charge of £740,000 (£691,000) and a slightly reduced tax charge of £485,000 (£487,000)

grew from £476,000 to £603,000.

Earnings per share came out at 8.89p (8.69p). The interim dividend is unchanged at 0.5p.

## Leslie Wise improves to £2.14m

Leslie Wise, the textile group, raised pre-tax profits by 20 per cent and sales by 38 per cent in the six months to May 31. The profits increase from £1.79m to £2.14m was scored on sales of £19.39m.

The interim dividend is raised to 1.75p (1.5p) on earnings per share of 4.24p (3.7p).

## Lower property sales hit Daejan

Lower property sales profits left Daejan Holdings, the property investment and trading company, with pre-tax profits

£13.16m lower at £19.85m for

the year to March 31, compared

with £31.85m in the year to

March 31, 1989.

A sharp increase from

£713.000 to £1.27m in net inter-

est receivable gave profits a lift

but after tax of £309.00 (£24,000)

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase any securities. Application has been made to the Council of The Stock Exchange for admission to the Official List of all the Ordinary shares (issued, now being issued and to be issued pursuant to the exercise of Warrants) and the Warrants of Latin American Investment Trust PLC. It is expected that listing will become effective and that dealings in the Ordinary shares with Warrants attached (in units of five Ordinary shares and one Warrant) will commence on 12th July, 1990.

## Latin American Investment Trust PLC

(Incorporated in England under the Companies Act 1985 — Registered No. 2479975)

placing by S.G. Warburg Securities

of up to 80,000,000 Ordinary shares of US\$0.10 each (with 16,000,000 Warrants attached)

at US\$1.00 per share

in the form of up to 16,000,000 units ("Units") of five Ordinary shares with one Warrant attached at a price of US\$5.00 per Unit

Share Capital (assuming full subscription under the placing)

Authorised in Ordinary shares of US\$0.10 Issued and now being issued US\$8,000,000

Latin American Investment Trust PLC ("LAIT") is to be a new investment trust which will be managed by Latin American Securities Limited and will invest principally in Latin American equity markets with the objective of achieving long term capital appreciation. Initially, LAIT will invest in Argentina, Brazil, Chile, Mexico and Venezuela, the five major Latin American economies. James Capel & Co. Limited are second distributors to the placing. Listing particulars of the Company are available in the statistical services of Excel Financial Limited. Copies of such particulars will be available during normal business hours on any weekday, Saturdays and Bank Holidays excepted, up to and including 20th July, 1990 from:

Latin American Investment Trust PLC, S.G. Warburg Securities, James Capel & Co. Limited, 1 Laurence Pountney Hill, 1 Finsbury Avenue, London EC2A 1DD, 6 Bevis Marks, London EC3A 7JQ

Copies of the listing particulars are also available from the Company Announcements Office, The International Stock Exchange, 46 Finsbury Square, London EC2A 1DD, up to and including 10th July, 1990.

6th July, 1990

**"This has been a year of achievement for Southern Water:**

**Profit before tax was 5% ahead of the prospectus forecast**

**Expenditure on capital works of £126 million increased by 41% over the previous year**

**Further improvements in the quality of drinking water, and the environmental impact of our waste water services, remain a top priority.**

**We are improving operational efficiencies and continuing to seek out lower cost solutions to capital works**

**Our six enterprise subsidiaries have made encouraging progress.**

**I am confident we have the foundations, together with the commitment, to build a successful future."**

WILLIAM J. W. COURTNEY, CBE.  
EXECUTIVE CHAIRMAN

1989/90 Report and Accounts will be available from August 6, 1990. Copies may be obtained from Graham Nicholson, Company Secretary, Southern Water plc, Southern House, Worthing, West Sussex BN1 5XK. Telephone: (0903) 644444.



**Southern Water plc making water work**

**ENERGY INTERNATIONAL N.V.**  
*(Incorporated with Limited Liability  
in the Netherlands Antilles)*

Shareholders in the Fund are convened to attend the Annual General Meeting of shareholders to be held on Tuesday, 31st July, 1990 at 10.00 a.m. at the registered office of the Fund at Pietermaai 15, Willemstad, Curacao, Netherlands Antilles.

The items on the agenda are:

- (1) Approval of the Report of the Board of Management on the Fund's affairs for the year from 1st April, 1989 to 31st March, 1990.
- (2) Approval of the balance sheet as at 31st March, 1990 and of the statement of operations for the year ended 31st March, 1990.
- (3) Ratification of the actions of the Board of Management for the year ended 31st March, 1990.
- (4) Approval of a payment of a dividend of US\$3.00 per share for the year ended 31st March, 1990 subject to such change as may be advised by the Auditors as necessary to obtain United Kingdom distributor status for the Fund.
- (5) Election of the Members of the Board of Management.
- (6) Amendment of the Articles of Incorporation to:
  - (i) allow a private placement of shares in the United States of America;
  - (ii) introduce a provision to defer redemption requests;
  - (iii) detail the conditions under which the Board of Management may suspend net asset value per share calculation;
  - (iv) reduce the initial charge, abolish the redemption charge and permit share prices to be adjusted for dealing costs;
  - (v) update the valuation procedure;
  - (vi) make various minor or technical changes relating to the operation of the Fund and to make any consequential amendments to the Articles as a result of the foregoing.

Shareholders are advised that copies of the Circular to Shareholders and Explanatory Note detailing the changes proposed to the Articles of Incorporation are available from the registered office of the Fund and the following paying agents:

Banque Internationale à Luxembourg S.A.,  
2 Boulevard Royal,  
Luxembourg  
Commerzbank A.G., Westdeutsche Landesbank Girozentrale,  
Breite Strasse 25, Friedrichstrasse 56,  
4000 Düsseldorf 1, 4000 Düsseldorf 1,  
West Germany

In order to attend the Meeting in person or by proxy and to have their share certificates (or a deposit receipt for the share certificates) mentioning their names, addresses and nationalities at the registered office of the Fund not later than 24th July, 1990.

6th July, 1990.

By order of the Board of Management

**Rowe Evans  
INVESTMENTS PLC**

1989	1988
GROUP PROFIT AFTER TAXATION	£2,170,000 £1,909,000
EARNINGS PER SHARE	5.40p 4.76p
DIVIDEND PER SHARE	2.00p 2.00p

- Improving oil palm crops in group and related companies against background of weakening commodity prices.
- Higher interest receivable, investment gains and exchange gains.
- Lower tax charge due to reduction in ACT write-off.

Copies of the 1989 report and financial statements may be obtained from M. P. Evans (UK) Limited, Tubs Hill House, London Road, Sevenoaks, Kent TN13 1DG (Telephone 0732 741700, Fax 0732 740640).

OIL PALM AND RUBBER PLANTATIONS  
IN INDONESIA AND MALAYSIA

**LLOYDS EUROFINANCE NV**

Pursuant to the listing on The International Stock Exchange of debt securities of Lloyds Eurofinance NV, copies of that company's audited accounts for the year ended 31 December 1989 are available from:

THE SECRETARY, LLOYDS BANK PLC,  
71 LOMBARD STREET, LONDON EC3P 3BS.

**Notice To Holders  
Of**
**PENGO FINANCE N.V.**  
 8 1/2% Convertible Subordinated Debentures Due 1995  
 Guaranteed by Pengo Industries, Inc.

On April 27, 1990 the United States Bankruptcy Court for the Northern District of Texas, Fort Worth Division (the "Bankruptcy Court"), entered an Order Confirming Corrected Post-Confirmation Modifications Pursuant to Section 3.C. 11.27(d) to the First Amended Plan of Reorganization (the "Plan") of Pengo Industries, Inc. ("Pengo") and Pengo Finance N.V. The Plan provides for a distribution of Pengo's 8 1/2% Convertible Subordinated Debentures due 1995 ("the Debentures") of a proportionate share of (i) cash in the amount of \$1 million and (ii) \$2,000,000 principal amount of a new subordinated 10% note issued by Pengo, due in 5 years.

In order to receive a distribution, holders of Debentures should obtain a Letter of Transmittal from Chemical Bank, as Trustee, at one of the addresses set forth below:

**By Mail**

Chemical Bank  
55 Water Street-Room 1820  
New York, NY 10041  
Attention: Kevin Plein

Chemical Bank  
180 Strand  
London WC2R 3BS

**By Hand**

Chemical Bank  
55 Water Street-Room 234  
2nd Floor-North Building  
New York, NY

Attention: Corporate Tellers

In order to receive a distribution on account of the Debentures, a holder must present Debentures with the Certificate 1, 1990 and all subsequent coupons attached together with the completed Letter of Transmittal, required Federal Income Tax Reporting Forms to Chemical Bank, as Trustee, New York, New York on or prior to May 8, 1991.

Payments made on account of Debentures will be made net of the unreimbursed fees and expenses of Chemical Bank as Trustee under the Indenture pursuant to which the Debentures were issued and as disbursing agent under the Plan.

To the extent that (1) Debentures are not surrendered on or prior to May 8, 1991 or (2) the Trustee's fees and expenses are reimbursed pursuant to the provisions of the Bankruptcy Code or (3) Disputed Class 5 claims are resolved, then an additional distribution will be made by the Trustee to holders entitled to such.

Dated: July 6, 1990

Chemical Bank

**UK COMPANY NEWS**
**Anglo Utd  
chief gets  
73% rise  
to £178,342**

By Jane Fuller

MR DAVID McErlain, chairman of Anglo United, the fuel distribution group which last year paid £478m for the much larger Coalite Group, has had a 73 per cent pay increase.

His remuneration this year is £178,342, compared with last year's figure of £108,840.

Directors' pay rises have been the subject of government concern.

Last year Mrs Thatcher said some increases appeared

**Norton accelerates to £0.86m  
and bikes return to the black**

By Graham Deller

NORTON, a quintessential ingredient of the once-dominant British motorcycle industry through its Dominator and Commando machines, is again making profits for its latest owners.

Norton Group, which gained a main market listing last year via the reverse takeover of Minty, yesterday announced that its F1 machine, which retails at close to £13,000, had finally come into full production in May of this year.

Mr Philippe Le Roux, chief executive, said the motorcycle division was now operating profitably and current order

books stand at eight months production - and that before the highly-regarded superbike is launched into the lucrative US market.

The announcement accompanied the group's results for the year to April 26 which showed taxable profits accelerating to £858,000 (£324,000).

The main contributor to profits, however, was the rather more staid Pro-Fit US pipe fitting and flange distributor, which performed well in spite of encountering pressure on margins in the second half of the year, reflecting increased competition and the weaker US

economy, particularly in the north-east.

In contrast, Norton's rotary engine business moved into the black in the second half following a US Navy contract to supply engines for unmanned aerial vehicles.

Turnover, reflecting the sales of the Minty furniture business, dipped to £19.09m (£23.33m). Mr Le Roux said that turnover of the two ongoing operating businesses expanded by some 15 per cent to £14.3m.

Earnings per share advanced strongly to 8.1p (2.3p) and the proposed dividend is 0.6p (special interim of 0.47p).

**NEWS DIGEST**
**Rowe Evans  
declines 9%  
to £3.3m**

LOWER commodity prices for both palm oil and rubber resulted in reduced profits at Rowe Evans Investments in 1989. Before tax the outcome was down 9 per cent from £3.64m to £3.3m on turnover of £3.63m, against £3.82m.

The company has interests in rubber, oil palm and cocoa plantations. Tax was reduced to £884,000 (£1.44m) as the merger in April with Jitra Rubber enabled Rowe Evans to utilise ACT which would otherwise have been written off. This lifted the post-tax profit to £2.42m (£2.21m).

Interest receivable and similar income rose to £691,000 (£245,000), while interest payable was £131,000. There was a £235,000 (£1,000) contribution representing the gain on the sale of fixed asset investments.

Earnings per 10p share rose 13 per cent to 5.4p (4.75p). The dividend is maintained at 2p.

**Hotel purchases  
boost Buckingham**

Buckingham International, the hotel, nursing home and tour operator, reported taxable profit

its 43 per cent ahead at £1.64m in the six months to the end of April, against £1.15m.

The US hotels contributed operating profits of £2.76m but there was the usual seasonal loss in the Channel Islands.

The company, formerly Leisure International, said the US result reflected a full contribution from the Premier Group of hotels and two other hotels acquired in spring 1989. Country Care Homes, the nursing home business, made a profit of £250,000 (£310,000).

The pre-tax figure was struck after net interest charges of £248,000, against interest received last time of £307,000. The comparatives also included property disposal surplus of £100,000.

After tax of £328,000 (£325,000) earnings per share amounted to 1.9p (1.6p). There is an interim dividend this time of 0.5p.

**Stewart & Wight up  
35% to £252,378**

Stewart & Wight, the property investment company, yesterday reported a 35 per cent increase from £186,546 to £252,378 in pre-tax profits for the year to end-March.

Rental income rose to £96,777 (£189,328), and there was a nil depreciation charge this time, compared with £745,000. Tax took £90,020

**FT** FINANCIAL TIMES  
INTERNATIONAL CONFERENCES

**SUMMER/AUTUMN 1990  
CALENDAR**
**FT City Seminar**

9, 10 & 11 July - London

**Telecommunications &  
the European Business Market**

11 & 12 July - London

**World Aerospace and Air  
Transport to the Year 2000  
and Beyond**

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**World Electricity Conference**

12 & 13 November - London

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**European Business Forum**

- Business in Central and

Eastern Europe

26 & 27 November - Rome

Please send me further details

FT City Seminar  
 Telecommunications & the European Business Market  
 World Aerospace and Air Transport to the Year 2000 and Beyond  
 World Mobile Communications  
 Pollution Management  
 FT-City Course

For information please return this advertisement, together with your business card, to:

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126 Jermyn Street, London SW1Y 4UJ  
Alternative,  
Telephone: 071-925 2323  
Telex: 27347 FTCONF G Fax: 071-925 2125

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NEW ISSUES July 3, 1990

## Fannie Mae

\$700,000,000

### 8.65% Debentures

Dated July 10, 1990 Due July 11, 1994  
Interest payable on January 11, 1991 and semiannually thereafter.  
Series SM-1994-J Cusip No. 313586 Q 51  
Callable on or after July 11, 1992

**Price 100%**

\$600,000,000

### 9.15% Debentures

Dated July 10, 1990 Due July 10, 2000  
Interest payable on January 10, 1991 and semiannually thereafter.  
Series SM-2000-F Cusip No. 313586 Q 69  
Callable on or after July 10, 1993

**Price 100%**

The debentures of July 11, 1994 and the debentures of July 10, 2000 are redeemable on or after July 11, 1992 and July 10, 1993, respectively, in whole or in part at the option of the Corporation at any time (and from time to time) on or after the initial redemption date. The redemption price of the debentures of July 11, 1994 will be 100% of the principal amount redeemed plus accrued interest thereon to the date of redemption. The redemption price of the debentures of July 10, 2000 will be 100% of the principal amount redeemed plus accrued interest to 100% plus one-half the coupon rate on the debentures, plus accrued interest on the amount redeemed. The redemption price of the debentures of July 10, 2000 will decrease on each successive interest payment date, as will be set forth in the Supplement to the Guide to Debt Securities, effective as of July 20, 1989, to be issued on or about the date of the debentures. The amount payable at maturity will be equal to 100% of the then outstanding principal balance, plus accrued interest.

The debentures are the obligations of the Federal National Mortgage Association, a corporation organized and existing under the laws of the United States, and are issued under the authority contained in Section 304(b) of the Federal National Mortgage Association Charter Act (12 U.S.C. 1716 et seq.).

The debentures, together with any interest thereon, are not guaranteed by the United States and do not constitute a debt or obligation of the United States or of any agency or instrumentality thereof other than Fannie Mae.

This offering is made by the Federal National Mortgage Association through its Senior Vice President-Finance and Treasurer with the assistance of a nationwide Selling Group of recognized dealers in securities.

Debentures will be available in Book-Entry form only.

There will be no definitive securities offered.

**Gary L. Berlin**

Senior Vice President-Finance and Treasurer

3900 Wisconsin Avenue, N.W., Washington, D.C. 20016

This announcement appears as a matter of record only. This announcement is neither an offer to sell nor a solicitation of an offer to buy any of the debentures.

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange and does not constitute an invitation to any person to subscribe for or purchase shares. Listing has been granted by the Council of The Stock Exchange for all of the issued share capital of General Accident plc to be admitted to the Official List. Dealings in the shares of General Accident plc are expected to commence on Friday, 6th July, 1990.

The Listing has been sponsored by Hoare Govett Corporate Finance Limited



## GENERAL ACCIDENT plc

(incorporated in Scotland, Registered No. 119505)

Authorised Share Capital £136,000,000  
Ordinary shares of 25p each  
Issued and fully paid £107,884,539

Pursuant to a Scheme of Arrangement between General Accident Fire and Life Assurance Corporation p.l.c. ("the Corporation") and the holders of its ordinary shares and convertible loan notes, General Accident plc has become the holding company of the Corporation and its subsidiaries.

Listing Particulars relating to General Accident plc have been circulated in the statistical services of Etxel Financial Limited. Copies of the Listing Particulars dated 6th July, 1990 may be obtained during normal business hours (excluding Saturdays), up to and including 10th July, 1990, from The Company Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD and up to and including 23rd July, 1990 from:

General Accident plc  
Pitheavlis  
Perth PH2 0NH  
Hoare Govett Corporate Finance Limited  
Security Pacific House  
4 Broadgate  
London EC2M 7LE

6th July, 1990

## LEGAL NOTICES

No. 65995 of 1990  
IN THE HIGH COURT OF JUSTICE  
CHANCERY DIVISION

IN THE MATTER OF: MARY QUANT LIMITED  
- and -

IN THE MATTER OF: THE COMPANIES ACT  
1985

NOTICE IS HEREBY GIVEN that a Petition was on the 22nd June 1990 presented to Her Majesty's High Court of Justice for the confirmation of the reduction of capital of the above-named Company from £200,000,000 to £207,182,200

AND NOTICE IS FURTHER GIVEN that the said Petition is directed to the Honourable Mr. Justice Scott at the Royal Courts of Justice, Strand, London, WC2A 2LJ, on Monday 16th July, 1990.

Any Creditor or Shareholder of the said Company desiring to oppose the making of the Order in respect of the said reduction of Capital should appear at the time of hearing in person or by Counsel for the Petitioner on the date mentioned above.

A copy of the said Petition will be furnished to any such person requiring the same by the undersigned Solicitors on payment of the usual charge for the same.

Dated this 8th day of July 1990  
James Capel & Co  
10 Norwich Street  
London EC4A 1BD  
(Ref: T.R.D.)  
Solicitors for the above-named Company

## RETAILING

The Financial Times proposes to publish this survey on:

28th September 1990

For a full editorial synopsis and advertisement details, please contact:

**JONATHAN WALLS**  
on 071 873 3565

or write to him at:

Number One  
Southwark Bridge  
London SE1 9HL

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## WEST ENGLAND FINANCIAL & PROFESSIONAL SERVICES

The Financial Times proposes to publish this survey on:

16th July 1990

For a full editorial synopsis and advertisement details, please contact:

**Brian Heron**  
061-824 9381  
Telex: 666813

Fax: 061 832 9248

Financial Times  
Alexandra Buildings  
Queen Street  
Manchester M2 5HT

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## UK COMPANY NEWS

# Weir launches £29.6m rights to fund acquisitions

By Jane Fuller

WEIR GROUP, the Glasgow-based engineering concern that specializes in pumps and valves, is launching a £29.6m rights issue to fund two acquisitions.

The 1-for-5 issue, at 28p per share, will be mainly devoted to the £30.5m purchase of Strachan & Henshaw from Pembridge Investments, the acquisitions vehicle of Mr Roland Franklin. The sale is part of Pembridge's break-up of DRG, the paper, packaging and engineering group it took over for £297m last November.

Lord Weir, chairman, said Strachan would take his group into a new field - handling equipment for difficult materials, such as nuclear waste. The contractor fitted in with Weir's strategy of being in "specialist engineering products with a high design element".

Strachan last year made pre-tax profits of £5.65m on sales of £73.81m. Net assets were £2.94m and Lord Weir said a property revaluation would leave residual goodwill of about £1.5m to be written off against the share premium.

Without the issue the group would have had a considerable goodwill problem, he said.



Lord Weir: Strachan purchase takes group into new field

One bonus is that Strachan comes with £27.5m cash, although much of this was paid out on contracts. Weir had about £18m in the bank at the year-end.

Lord Weir said the deal would lead to a small dilution of assets per share, but he was confident that the effect on earnings of the two acquisitions would be positive.

The other purchase marks Weir's first manufacturing step in the US. Atwood and Merrill, a valve-maker akin to its Hop-

kinsons subsidiary, is being acquired for about £8m cash. Its operating profit last year was £2.24m (£1.26m), about 10 per cent of sales, and net assets were £5.7m.

Although about two thirds of Weir's turnover is either made overseas or exported, the chairman said it had so far done little business in the US.

On current trading, a cautious note was sounded on cost inflation. Lord Weir said this was partly due to the combined effect of pay increases and the shorter working week recently secured by the engineering unions.

It also encompassed rising prices from US suppliers, reflecting the fact that the country's rate of inflation remained above that faced by export competitors.

Weir's share price slipped 8p to 28p yesterday, giving the group a market value of £175m. Lord Weir said one reason for the rights issue was to secure the status of being a bigger company.

After the issue, underwritten by Morgan Grenfell, the board expects at least to maintain the current rate of dividend. The total paid for 1989 was 8p.

## Strong recovery lifts Robt Fleming by 34% to £36.5m

By David Lascelles, Banking Editor

ROBERT FLEMING, the City of London merchant banking and asset management group, staged a strong recovery last year to report a 34 per cent rise in profits.

The group earned £36.5m after tax and transfers to inner reserves in the year ending March 31. This compared with £27.2m for the previous year when the delayed after-effects of the 1987 stock market crash, and bring it close to its record level of £37.7m in 1988.

Mr John Manser, group chief executive, said that most parts of the group performed well, some earning record profits. The exception was securities market-making where there was "a marginal loss". That operation had subsequently been closed, and Fleming was concentrating instead on its agency stockbroking and research business. It had just taken on a team from Stock Group, the stockbroking arm

of British & Commonwealth. The business was now evenly divided between asset management, which included Save & Prosper, and banking, including foreign exchange, corporate finance and securities.

The group's international operations also prospered: Fleming, the 50 per cent-owned joint venture in Hong Kong, earned a record £40m post-tax.

Mr Manser pointed out that the group's net assets had risen 40 per cent to £298m over the last two years. He said this was a clearer indication of the company's improved strength than profits, full details of which Fleming does not disclose.

Total dividend for the year is raised by 17 per cent to 7.5p, with a final of 20p. Fleming is owned by private interests, including staff, and a small number of investment institutions.

## New differences prevent settlement at Waterford

By Kieran Cooke in Dublin

MORE disagreements have arisen between unions and management at Waterford Wedgwood.

More than 2,000 workers at the crystal plant in Waterford have been on strike for three months. Though there were hopes that the strike could end this week, management has rejected a series of union amendments to a company "final offer" document.

Management and unions have been trying to negotiate an end to the strike for five weeks. The immediate cause of the action was a management decision to withdraw certain bonus payments to a section of piece-rate workers, though other issues have also been

involved in the dispute.

Management put its "final offer" to unions 10 days ago stating that a vote should be taken on the offer by this weekend. In the early days of the strike management warned of the "dire consequences" of a prolonged work stoppage and hinted that crystal production might be moved elsewhere, possibly to either Poland or Czechoslovakia.

Last year, the Waterford crystal division incurred pre-tax losses of £521.3m (£26m). Shareholders at Waterford Wedgwood's AGM last month were told that the company's performance continued to be affected by a drop in consumer spending in the US and UK.

## CAMBRIDGE

The Financial Times proposes to publish this survey on:

2nd November 1990

For a full editorial synopsis and advertisement details, please contact either:

Clive Booth  
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or Amanda Francis  
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London  
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## MANAGEMENT EDUCATION & DEVELOPMENT

The Financial Times proposes to publish this survey on:

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**FINANCIAL TIMES**  
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£20,000,000

## Management Buy Out of FLEXPACK UK LTD

Lead Investor

MIM Development Capital

Syndicate Partner  
CIN Venture Managers

Financial Advisers  
James Capel & Co

Debt/Mezzanine  
Bank of Ireland  
Intermediate Capital Group

Legal Advisers  
Dibb Lupton Broomhead and Prior  
Cameron Markby Hewitt

Reporting Accountants  
KPMG Peat Marwick





The Noh Mask is a tradition of The Noh Theatre in Japan. This is the mask of Ko-omote, a gentle young beauty.

## MADE IN JAPAN

Bright and early on June 5th the first Tokyo edition of the FT was on the desks of the business community there.

You could say we're giving them something of an unfair advantage because, being 8 hours ahead, they're using their daily FT before we're even up.

If you have business associates in Japan who you think might like to receive six weeks copies of the FT with your compliments and those of the Financial Times, simply send us their names, companies and business addresses together with your business card, and we'll do the rest.

To: Financial Times, Tatsuko Dawes, Number One Southwark Bridge, London SE1 9HL.  
Please send six weeks complimentary copies of the Tokyo edition of the FT to my business associates below.  
I attach my business card.

Name: _____	Title: _____
Department: _____	Company: _____
Address: _____	
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# Further setback in nervous trading

**NEW CAUSES.** For discouragement from both sides of the Atlantic yesterday helped further unsettle a London stock market already beaten by concerns over the profit outlook for UK companies. Trading volumes in equities remained unswelling but strategists were dismayed to find the FT-SE 2,350 mark in early trading, bringing 2,269.200 in the next testing area — in focus as the Index closed 24 points off.

Already well on the downside, the market suffered from new bearish developments in the second half of the session. Mr John Major, the UK Chancellor of the Exchequer, told

## Account Dealings Dates

First Dealings	Jul 6	Jul 23
Options Dealings:		
Jul 6	Aug 3	
Land Dealings:		
Jul 6	Aug 3	
Account Crys:		
Jul 10	Aug 13	
Non-dealing may take place from 9.30 on two business days earlier.		

Parliament that the current high level of credit in the UK was keeping the interest rate level "higher than otherwise it would be". The City of London read this as a warning against over-optimism on domestic rates and Government bonds gave ground.

A further blow came when

Wall Street confirmed earlier fears in London by opening sharply lower and, after some erratic movement, showing a 25 Dow points fall as London closed for the day. UK traders had been wary throughout the session of press reports that plans to curb the US budget deficit might include a tax on securities sales.

Having lost the Footsie 2,300 almost at the opening, the market was showing a loss of 27.7 at the low point of the session. A modest rally, spurred by a similar tick on Wall Street, left the FT-SE Index with a closing level of 2,331.4, down 24.1.

Sequoia volume of 386.5m shares against Wednesday's

553m, remained moderate, and statistics from the International Stock Exchange show that customer business in equities is still well on the low side of levels regarded as satisfactory from the point of view of the London-based securities houses.

The market's worries over the progress of the economy were not helped by the news that British Rail, the nationalised rail system, has plunged into an operating loss of £26m for 1989-90. While there were no spectacular new downgradings of corporate profits yesterday, the effects of recent hasty downward revisions from the brokerage houses continued to

drag many shares lower. The international stocks were left on the sidelines again as the market weighed the implications for export earnings of the continued firmness of sterling. Retail sectors were still weak and property shares looked uncertain following the £200m refinancing plan for the Canary Wharf development in London's Docklands. Among construction issues, RMC gave further ground.

One of the few firm sectors was the banking area, which was among the first to suffer from the bearish review of the economic outlook, and has now attracted more favourable comment.

## Setback hits Berisford

Berisford International, the commodity and property group, surprised the market by announcing it would sell any of its businesses, including British Sugar, to reduce its gearing.

That failed to stop its shares falling to their lowest level since early 1986 after it confirmed a 41 per cent fall in interim profits, passed a dividend payment and made a £146.9m provision against its New York property portfolio.

The results and property provisions had already been signalled to the market. "The difficult things are at Berisford at the moment," one trader said.

Turnover swelled to 4.8m shares and Berisford closed 10 lower at 81p, having hit a low of 77p at one stage.

Since Tate & Lyle at the beginning of the year dropped out of the running for Berisford, A.B. Foods has been seen as the likeliest buyer of British Sugar. It already holds a 23 per cent stake in Berisford and could pay up to £150m, analysts said.

A.B. Foods continued to rally on speculation that it would be able to acquire British Sugar cheaply. A.B. Foods closed 3 up at 410p, its highest closing level for nearly a fortnight, while Tate & Lyle finished a penny easier at 300p.

Mr David Lomas, of Henderson Crosthwaite said: "There is a real chance that British Sugar will have to be sold." He said Berisford was struggling to refinance itself, and the disposal of British Sugar, its prime asset, "might be the only way to save the company."

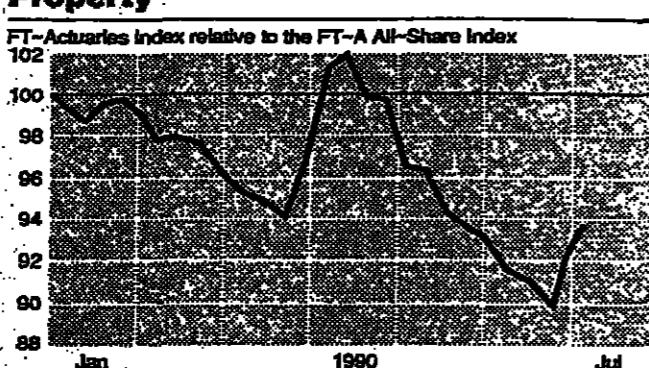
**M & S falls sharply.** Marks and Spencer, for so long the exception to analysts' recommendations to avoid retail stocks, fell sharply as Kleinwort Benson argued that the shares had become expensive.

Mr Nick Hawkins at Kleinwort said that M & S was "at a four point premium to Tesco, which has twice the earnings growth. And we're not even buying Tesco."

His verdict was that investors should take profits ahead of the company's annual meeting next week.

M & S would not be immune from the difficulties affecting the whole of fashion retailing, said Mr Hawkins. He added that M & S was still Kleinwort's "most favoured stock among stores — but not at

## Property



The property sector has begun to recover from the worst levels that it saw in June, as hopes that sterling will become a full member of the European Monetary System have encouraged speculation about a cut in interest rates. If hopes of an early reduction in rates prove unfounded, say analysts, some of the more hard-pressed companies may not survive much longer.

decline of 10, on steady turnover of 2.2m shares.

International stocks, already hurt by a strengthening sterling, suffered further on news of a US report saying the Bush administration was looking at a tax on securities transactions as a way of helping to reduce the US budget deficit. Reuters lost 12 to 1,264p, Wellcome shed 18 to 588p and Glaxo eased 8 to 807p, after 804p. Hanson wilted under the pressure not only of these factors but also the recent profit warning from its US associate, Smith Corona, and heavy buying of puts in the London Traded Options Market. Hanson fell 64 to 225 1/4p. Some 9.7m shares changed hands and turnover in the options market was the equivalent of almost 2.2m shares.

Traders said M & S would be underpinned by institutions, which want to keep an investment presence in the stores sector holdings. As one of the more defensive stocks, M & S is generally part of such a holding.

M & S ended at the day's low of 227p, a fall of 9. Turnover was a solid 5.2m shares.

## Downturn for Boots

Boots fell quickly as the company began a round of presentations to City analysts. First on the list was Goldman Sachs, whose response to the meeting was "cautious enough to encourage traders to market their prices lower."

Mr Keith Wills of Goldman said his forecast for the current year was "staying unchanged at the lower end of the range, particularly for the first half of the year."

He said there was no news on current trading but that the company was still wrestling with Ward White, bought by Boots in its hostile takeover last August. It was also continuing to feel the effect of high interest rates. Mr Wills also pointed out that the hot weather in 1989 had encouraged sales of summer season products from Boots stores, and that it might be difficult to show growth on those sales this year.

Next to see Boots was James Capel, which did not prepare a statement on the company yesterday. Further presentations are scheduled this week.

Boots closed a penny above the day's low at 285p, a net

## NEW HIGHS AND LOWS FOR 1990

NEW HIGHS (1) BUILDINGS (1)	NEW LOWS (1) BUILDINGS (1)
CHEMICALS (2) STORES (5)	CHEMICALS (2) STORES (5)
INDUSTRIALS (2) COTTON, MISC. (1)	INDUSTRIALS (2) COTTON, MISC. (1)
INDUSTRIALS (2) ELECTRICALS (1)	INDUSTRIALS (2) ELECTRICALS (1)
INDUSTRIALS (2) FOODS (1)	INDUSTRIALS (2) FOODS (1)
INDUSTRIALS (2) TRANSPORT (2) TRUSTS (4)	INDUSTRIALS (2) TRANSPORT (2) TRUSTS (4)
AMERICANS (3) BANKS (1) BUILDINGS	AMERICANS (3) BANKS (1) BUILDINGS

## APPOINTMENTS

■ Mr Mike Daly has been appointed managing director of GRID UK, Esher, part of the Tandy Group. He was managing director of Altos Computers UK.

■ Mr Alex Steel has been appointed sales manager and director designate of BEATTY HOMES (SCOTLAND), Paisley.

■ Mr P. Johnson becomes chairman of THURGAR BARDEX from October 1, succeeding Mr A. Collin who resigns on September 30, but remains a non-executive director. Mr A.T.L. Kings retires on July 31, but remains a non-executive director. Mr G.A. Hunt has retired.

■ Mr J. Clive Humphries has been appointed legal and contracts director at MOLINS, Chelmsford. He was legal adviser.

■ Mr Trevor Barker has been appointed a non-executive director of the SLB GROUP, Kendal. He is chairman of the Micklegate Group, and of the Croft and Blackburn Group.

■ OUTOKUMPUS METALS & RESOURCES INTERNATIONAL, Wimbleton, has appointed Mr Michael A.J. Cook as chief economist. He was a director of Commodities Research Unit.

■ DATA GENERAL has appointed Mr Bill Cadogan as director, services division. He was managing director of Mega Systems.

■ Mr Fred Thompson has become chairman of the OLEO PNEUMATIC GROUP. He was managing director, and remains chief executive, of the engineering division of Wagon

Industrial Holdings. Mr Bob Eiden becomes managing director of the Oleo Group. Mr Derek Reid becomes manufacturing director.

■ Mr Robert Gunn, chairman of BOOTS, will retire at the annual meeting on July 26. He will be succeeded by Sir Christopher Benson.

■ Mr Peter Hedges takes over from Mr Martin Laing as chairman of BRITISH URBAN DEVELOPMENT. Mr Hartley Boots, formerly chief executive, becomes deputy chairman, and Mr John Morgan becomes managing director. The company was formed by eleven major contractors: Alfred McAlpine Construction, AMEC, Balfour Beatty Developments, Costain Group, John Laing, John Mowlem & Co, Sir Robert McAlpine & Sons, Tarmac Construction, Taylor Woodrow Property Co, Trafalgar House, and Whiteman Property Holdings.

■ Mr Tom Lamb has been appointed a director of BARCLAYS DEVELOPMENT CAPITAL.

■ Mr David Yates has been appointed a director of ROBERT FLEMING & CO following his return from secondment to Jardine Fleming Australia.

■ Mr Chris Allen (pictured) has been appointed UK managing director of THORN EMI SOFTWARE TECS.

■ Mr Brian Taylor has been appointed executive director, private and institutional clients, at LE MASURIER, JAMES & CHINN, stockbrokers, Jersey.

■ Mr Fred Thompson has been appointed chairman of BLOCKLEY'S, Telford, and will

continue as managing director. He succeeds Mr T.J.B. Wright who has retired.

■ Mr P. Johnson becomes chairman of THURGAR BARDEX from October 1, succeeding Mr A. Collin who resigns on September 30, but remains a non-executive director. Mr A.T.L. Kings retires on July 31, but remains a non-executive director. Mr G.A. Hunt has retired.

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drag many shares lower. The international stocks were left on the sidelines again as the market weighed the implications for export earnings of the continued firmness of sterling. Retail sectors were still weak and property shares looked uncertain following the £200m refinancing plan for the Canary Wharf development in London's Docklands. Among construction issues, RMC gave further ground.

The market's worries over the progress of the economy were not helped by the news that British Rail, the nationalised rail system, has plunged into an operating loss of £26m for 1989-90. While there were no spectacular new downgradings of corporate profits yesterday, the effects of recent hasty downward revisions from the brokerage houses continued to

FINANCIAL TIMES STOCK INDICES									
	May 5	July 4	July 5	July 2	June 29	Year Ago	High 1990	Low 1990	Since Completion
Government Secs	79.03	79.34	79.39	79.80	79.97	85.47	84.20	74.13	127.4
Fixed Interest	88.02	88.06	88.05	88.19	88.22	98.54	82.91	83.80	100.53
Ordinary Share	1658.2	1681.1	1684.7	1686.6	1689.8	1794.7	1686.3	1681.0	1849.4
Gold Mines	181.4	183.4	181.3	182.6	176.8	203.7	178.5	167.9	143.5
FT-SE 100 Share	233.4	236.5	237.1	237.0	237.6	218.1	245.7	210.3	2463.7
Ord. Div. Yield	4.59	4.53	4.58	4.58	4.67	4.49	4.49	4.49	4.18
Earning Yld % (12m)	10.93	10.87	10.76	10.75	10.75	10.56	10.70	10.56	10.53
FTSE Ratio(Net)(%)	11.03	11.15	11.24	11.25	11.25	11.42	11.42	11.42	11.75
SEAO Bargain 4.45pm	22,819	21,517	22,829	22,605	23,681	21,982	21,982	21,982	21,982
SEAO Bargain 5.15pm	22,819	21,517	22,829	22,605	23,681	21,982	21,982	21,982	21,982
SEAO Bargain 5.25pm	22,819	21,517	22,829	22,605	23,681	21,982	21,982	21,982	21,982
SEAO Bargain 5.35pm	22,819	21,517	22,829	22,605	23,681				

## **LONDON SHARE SERVICE**

**BANKS, HP & LEASING**

**BUILDING, TIMBER, ROADS -**  
**Contd.**

Cont.

## **CHEMICALS, PLASTICS**

## BEERS, WINES & SPIRITS

## DRAPEY AND STORES

## BUILDING, TIMBER, ROADS

## **ELECTRICALS - 6**

## **ENGINEERING – Contd.**

81

**INDUSTRIALS (Miscel.)—Contd**

**INDUSTRIALS (Miscel.)—Contd.**

1978      Stock      Price      + or -      Div. Net      Com.      P/E

**FOOD, GROCERIES, ETC**

## حكمة من الأعلم







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## **WORLD STOCK MARKETS**

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

CONTINUED ON PAGE 49

12 Month High Low Stock Div. Yld. E P/ Siz												Chg/ro																					
Low Stock				High Stock				Prev. Quater Close				High Stock				Low Stock				Div. Yld. E P/ Siz				Prev. Quater Close									
Continued from previous Page				Continued from previous Page				Continued from previous Page				Continued from previous Page				Continued from previous Page				Continued from previous Page				Continued from previous Page									
454	35% Sibco n	20	5	31	57	37	37	1	1	1	1	48	25%	Tandy	.68	1	10	94	361	354	35%	1	26	24	USCo p2.44	9.6	1	25%	25%	25%			
202	2	Viasat	1	201	474	33	41					22	18%	Tridley	.22	1	31	201	201	201	201		2	V-V-V									
247	20%	SiliconM	.42	10	21	1211	53	53	53	53	53	12%	12%	TauNv n	.25	2	31	114	114	114	114		301	241	VF Cp	1	4.0	10	502	25	25	25%	1
297	20%	Silicon	.44	24	6	3422	201	201	201	201	201	14%	14%	TchSyn	.8	3	36	94	94	94	94		61	13%	VMG n	.30	21	15	12	12	12%	12%	12%
142	12%	SiliconB	1.76	11	12	12	12	12	12	12	12	12%	12%	Telco	.40	3	40	540	16%	16%	16%		181	13%	Vaihi	.20	14	18	16	16	14%	14%	14%
45%	38%	SiliconG	2.70	63	33	177	43	43	43	43	43	12%	12%	Telco	.11	7	14	14	14	14	14		193	13%	Valero	.26	17	18	18	18	18%	18%	18%
24%	5%	SiliconG	2.54	43	35	22	73	73	73	73	73	12%	12%	Telco	.33	318	41	403	403	403	403		22%	13%	Vaing	.20	17	21	19	19	14%	14%	14%
25%	24%	SiliconG	2.66	7.0	16	40	264	264	264	264	264	12%	12%	Telco	.34	421	244	234	234	234	234		23%	13%	VanOrn	.60	33	19	24	24	18%	18%	18%
27%	22%	SiliconG	.50	14	14	14	14	14	14	14	14	12%	12%	Telco	.107	49	15	222	234	234	234		23%	8%	VeneM	.68	7.4	176	84	84	94%	94%	
201	14%	SiliconG	2.50	8.8	8	57	241	241	241	241	241	12%	12%	Telco	.10	141	16	16	16	16	16		16%	9%	VKMT	.07	16	41	63	63	64%	64%	
33%	24%	SiliconG	.84	28	23	337	24	24	24	24	24	12%	12%	Telco	.9	11	94	8	8	8	8		22%	11%	VKMT	.07	7.6	24	115	115	115%	115%	
21%	24%	SiliconG	.54	17	17	17	17	17	17	17	17	12%	12%	Telco	.105	8	8	8	8	8	8		23%	11%	VKMT	.28	16	32	195	195	195%	195%	
9%	34%	SiliconG	.19	2	2	41	41	41	41	41	41	12%	12%	Telco	.71	34	304	45	45	45	45		24%	11%	Vent	.73	103	104	104	104	104%	104%	
34%	31%	SiliconA	2.72	7.1	7.1	32	32	32	32	32	32	12%	12%	Telco	.21	17	17	17	17	17	17		25%	11%	Varien	.26	9.2	22	413	261	261%	261%	
48%	32%	SiliconA	.22	24	24	49	49	49	49	49	49	12%	12%	Telco	.27	27	102	20	20	20	20		32%	2%	Varity	.8	8	8	8	8	8%	8%	
40%	36%	SiliconA	1.20	21	20	405	55	55	55	55	55	12%	12%	Telco	.21	161	94	94	94	94	94		33%	11%	Venti	.10	22	22	22	22	22%	22%	
11%	41%	SiliconA	.12	8	22	207	154	154	154	154	154	12%	12%	Telco	.45	15	15	222	234	234	234		34%	11%	VestSe	.10	9.3	11	5	5	12%	12%	
45%	45%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.53	12	2884	564	564	564	564		35%	11%	VestSe	.10	12	12	22	22	22%	22%	
15%	15%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
5%	45%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
41%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
21%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
11%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55	10	10	251	251	251	251		36%	11%	VestSe	.10	12	12	22	22	22%	22%	
22%	41%	SiliconA	.16	16	16	344	274	274	274	274	274	12%	12%	Telco	.55																		

## **NASDAQ NATIONAL MARKET**

Categ	Block	Div.	Sales						Stock	Div.	Sales						Stock	Div.	Sales							
			Units	High	Low	Last	Chng	Units		High	Low	Last	Chng	Units	High	Low			Last	Chng						
Comp	Opti	05a	4	142	102	49	-	KLA	23	273	123	113	124	-	Roxon	11	50	73	73	73	73	73	-14			
Comp	DTH	11	702	142	62	122	-	Kamen	21	114	74	84	84	-	Ricoh	21	243	74	56	56	56	56	-16			
Comp	DNA Pr	75	65	65	55	55	-	Kasher	10	31	855	132	134	134	-	Riget	6	275	74	64	14	14	14	-10		
Comp	DS Inc	120	6	465	114	103	104	-	Kaydon	10	31	40	134	134	134	-	Rosso	14	1555	54	52	52	52	52	-16	
Comp	DSC	15	1230	242	116	12	-	Keegeen	16	16	46	34	34	34	-	RothPr	5	36	112	112	112	112	112	-16		
Comp	Datiborg	46	16	3	154	184	154	-	KyCo	40	8	474	134	134	128	-	RoxStr	10	258	116	89	89	89	89	-16	
Comp	Despot	11	23	21	21	21	-	KyCoJ	20	8	24	124	124	124	-	Rouze	60	193	1172	22	21	21	21	-16		
Comp	Despot	142	9	40	31	31	31	-	KyCoJ	20	10	3	142	261	244	244	-	RyanF	17	865	6	74	74	74	74	-16
Comp	Despot	20	7	11	14	114	114	-	KyCoJ	20	11	120	224	224	224	-	S-5	-	-	-	-	-	-	-16		
Comp	Despot	32	7	26	26	26	-	KyCoJ	20	11	120	224	224	224	-	Sci Sys	19	14	10	93	93	93	93	-16		
Comp	Despot	50	15	63	43	43	-	KyCoJ	20	20	20	289	214	202	-	SEF	10	821	104	74	74	74	74	-16		
Comp	Despot	46	26	335	122	124	124	-	KyCoJ	20	12	341	9	114	114	-	SHL Sy	97	87	73	73	73	73	73	-16	
Comp	Despot	135	9	24	84	84	-	KyCoJ	20	30	737	27	27	27	-	SKI c	10	807	31	31	31	31	31	-16		
Comp	Despot	120	8	50	50	50	-	KyCoJ	20	122	125	134	134	134	-	Saleco	135	25	714	194	138	138	138	-16		
Comp	Despot	142	10	40	31	31	31	-	KyCoJ	20	22	265	114	114	114	-	Sage	25	31	31	31	31	31	31	-16	
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**AMEX COMPOSITE PRICES**

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**FINANCIAL TIMES**

## AMERICA

## Dow falls on profit-taking in wait for jobs figures

## Wall Street

PROFIT-TAKING and futures-related sell programmes forced equities sharply lower yesterday morning after their pre-holiday, five-day winning streak, writes Karen Zogor in New York.

At 2 pm, the Dow Jones Industrial Average was 23.70 lower at 2,881.93. However, volume was too thin for the decline to be indicative of market trends. At midday, only 75m shares had changed hands. Declines led advances by 10 to three. On Tuesday, the Dow had added 12.37 to 2,911.63. Markets were closed on Wednesday for Independence Day.

The deterioration in equities yesterday was reflected in the broader Standard & Poor's 500 which at 1 pm was down 4.78 at 353.58.

Nervousness about today's employment data for June also depressed the market. Traders had hoped that the employment report would spur the Federal Reserve to ease monetary policy, but there is concern that the Fed's policy will not change unless the figures are out of line with expectations. June's non-farm payrolls are expected to show an increase of 83,000, excluding temporary census workers.

Avon Products increased 5% to \$37 in heavy trading. McDonnell Douglas added 1% to \$40 after the US and the South Korean Government seemed closer to reaching an agreement over the sale of the company's A-18 fighter aircraft to South Korea.

Genetech rose 5% to \$29.50 and Eli Lilly improved by 5% to \$40. A human growth hormone produced by the two companies has been shown to reverse some of the effects of ageing in men.

## ASIA PACIFIC

## Nikkei drops in cautious trade as dollar rebounds

## Tokyo

A SURPRISE rebound by the dollar called for caution on the equity market, and after a modest show of resilience, share prices retreated in quiet trading yesterday, writes Michio Nakamoto in Tokyo.

Investors were beginning to hope that the yen's strength would help relieve pressure on interest rates when the dollar climbed back up against the domestic currency yesterday, leading to weakness on the bond market and sluggishness in equities.

Share prices edged up in morning trading, but investors chose to remain cautious and to await the release of June US employment data.

The Nikkei average rose to a high of 32,590.64 before closing at its day's low of 32,351.67, down 94.55.

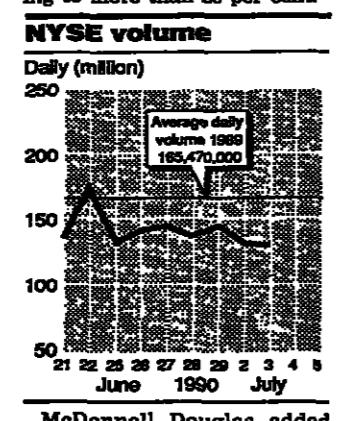
Gains were slightly ahead of losses at 476 against 463 and 187 issues were unchanged. Turnover slipped to 460m shares from the 550m traded on Wednesday. The Topix index of all listed stocks edged up 1.31 to 2,362.04 and, in London, the ISE/Nikkei 50 index rose 0.34 to 1,761.23.

The reversal in the yen-dollar trend turned investors away from interest-rate sensitive issues. Buying was scattered with smaller growth stocks competing for investor interest. Trading was therefore buoyant in the smaller markets, in contrast to the sluggish first section.

The second section in Tokyo posted a firm gain, while the second section on the Osaka market rose to a record high. Other regional markets, such as the Nagoya market, enjoyed strong interest as well. The over-the-counter market surged to another new high.

Investors preferred issues or with special incentives or

Chartwell, a partnership of the Getty and Fisher families, has bought a 3.98m block of Avon's shares and said that it would acquire another 1.2m shares within 30 days. The two purchases, combined with Chartwell's existing stake in Avon, will increase Chartwell's holding to more than 26 per cent.



## YUGOSLAVIA

Friday July 6 1990



The breakup of the communist party did not lead, contrary to speculation, to the disintegration of the

Yugoslav Federation. But now that the first phase of reform has been completed, writes Judy Dempsey, Prime Minister Ante Markovic has a daunting task ahead

## Nationalism versus a bright future

**YUGOSLAVIA**, like the other countries in eastern Europe, is embarking on the difficult road towards a market economy and democracy. Unlike most of its eastern neighbours, however, Yugoslavia's path towards democracy is blocked by an enormous barrier: the giant of nationalism.

Nationalism, which plagued the young Yugoslavia after 1918, was contained through the sheer political and authoritarian force of Josip Broz Tito. But now, as communist rule tumbles down in many of the republics, the monster is once again on the move and is threatening the fragile integrity of this diverse, multi-ethnic country.

The giant is in some ways keener about sabre-rattling and rhetoric than it is of actually damaging the radical economic reforms which Mr Ante Markovic, the elusive and fox-like Prime Minister, is attempting.

Indeed, one of Mr Markovic's greatest strengths is his apparent ability to resist intimid-

ation by nationalism as he prepares to introduce a second package of economic measures.

The first reforms, introduced last December, had one goal: the introduction of an anti-inflation policy spread over a six-month period. Inflation in 1989 was up to 2,700 per cent a year. All confidence in the dinar, the Yugoslav unit of currency, had collapsed, while wages and prices were almost out of control.

In one sweep, Mr Markovic brought inflation almost down to zero in six months by introducing a new currency which tied to the Deutschmark (at the rate of 7 dinars to 1 DM).

He liberalised imports, imposed a partial six-month price freeze covering a basket of industrial products, goods (particularly utilities), and froze wages and salaries.

The results of this anti-inflation policy, the consequence of tight monetary and fiscal controls, are encouraging. Confidence in the dinar has risen to such an extent that foreign-exchange reserves have increased

from US\$1bn to more than US\$8bn. Exports have markedly shifted from the Comecon countries to western markets.

The one black spot - which Mr Markovic's advisers regard as the most crucial area, which must be tackled very soon - is the sharp (and continuing) fall in industrial productivity.

On average, for the first quarter of 1990, industrial productivity fell by 7 per cent. It varies from republic to republic; in Kosovo, one of the poorest regions of the country, productivity fell by 20 per cent.

Throughout, the reasons are the same: a shortage of investments, weak foreign demand and rapidly rising imports. Hence the importance of the next phase of economic

reforms aimed at completing the market-oriented fiscal reforms by 1995.

These will take several years to implement and involve institutionalising economic reforms including a rehabilitation of the banking sector and a consolidation of accounts in the public sector. The government intends also to create a more consistent fiscal policy throughout the country, which means redefining the relationship between the republics and the federal authorities.

More significantly, Mr Markovic is planning a long overdue reform of the tax system.

In a nutshell, the idea is to harmonise taxation. Little coherence in this sector exists between the republics, the

provinces and the municipalities, which in turn makes it impossible to assess the efficiency of the public sector, or public sector spending.

The authorities also envisage the introduction of VAT in 1994, coupled with a tariff system of import quotas and the imposition of import duties on a large basket of products which will help raise revenue.

As Mr Markovic prepares to tackle the second phase of his economic reforms, nationalism may well cast a dark shadow over what has been - so far - a fairly smooth path to the market economy.

This is the problem which Mr Mikhail Gorbachev, the Soviet leader, is also facing. Because Yugoslavia and the

Soviet Union are multi-ethnic countries, each endowed with markedly different political cultures and traditions, both Mr Gorbachev and Mr Markovic share one thing in common in the transition from a one-party state to a multi-party system: nationalism has moved quickly to fill the vacuum left by crumbling communist rule.

This is partly understandable.

Unlike Hungary, where the ruling communists started setting up independent civil and economic institutions before ceding power to a democratically-elected government, the

Mr Markovic prepares to tackle the second phase of his economic reforms, nationalism may well cast a dark shadow over what has been - so far - a fairly smooth path to the market economy.

This is the problem which Mr Mikhail Gorbachev, the Soviet leader, is also facing.

Because Yugoslavia and the

time nor the inclination to pursue a similar path.

Unlike other eastern European countries, Yugoslavia and the Soviet Union are not largely homogeneous.

Recent elections in Croatia and Slovenia, where the ruling communists were decimated, put in power right-wing governments whose electoral platforms were unashamedly nationalist.

Nationalist sentiments can be understood in a country in which suspicions and fears of domination by Serbia, the largest of the six republics, run very deep.

Nevertheless, the nationalist "ticket" is a dangerous one, largely serving to destabilise a country which is going through the very difficult process of dislodging the communists from power and redefining its identity.

For his part, Mr Markovic has no qualms about Yugoslavia's identity or its future. He recognises the weaknesses and strengths of the country's rich diversity, but he also acknowledges the destructive way in which nationalism could act as the separatist engine which could undermine the integrity of the Yugoslav Federation.

That is why his second phase of reforms is designed specifically to give weight to the Federation at the expense of the republics.

A country anchored, the reasoning goes, on a federal system of taxation, property rights and banking would negate - or at least temper - demands by some of the republics to "go it alone," a path which Serbia seems for the moment to be intent on travelling.

This next economic reform package is, thus, crucial: the measures will, it is hoped, bind the country together. Nationalism may well attempt to loosen those ties, but in the end the six republics and two provinces have no alternative but to link up with the shaky train heading to democracy.

The signs look promising if the republics and provinces stay with the train.

If not, the whole train is likely to be derailed and few outsiders are likely to be seen rushing forward to rescue the survivors.

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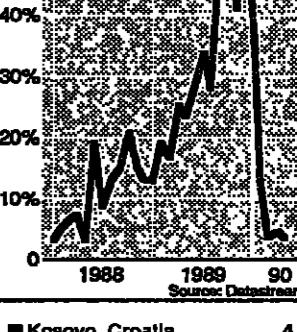
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Inflation

Consumer prices  
month on month increase



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Mr Ante Markovic, Prime Minister, making a speech in which he pledged to roll back state socialism and beat the economic crisis. His success has opened up new vistas for the country

# INA

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## YUGOSLAVIA 2

The unwitting Milosevic shot himself in the foot, writes Judy Dempsey

## Nationalism runs out of control

If there is one man who, against all intentions, precipitated the collapse of the ruling League of Yugoslav Communists, it is Mr Slobodan Milosevic, the President of Serbia. In doing so, moreover, he released from his bottle the genie of nationalism.

For the visitor to this culturally diverse country, the recent elections in the western republics of Slovenia and Croatia seemed simply part of the democracy sweeping eastern Europe. Those first free elections for more than four decades were not, however, the result of enlightenment among communist leaders, although it is true that the communists in Slovenia were the first willingly to pave the way for a democratically-elected parliament. Instead, the force driving against communist rule was none other than the nationalist one directed by Mr Milosevic. Some observers could thank Mr Milosevic for precipitating the collapse of the communist system. In reality, his policies have left behind a path of destruction, paved with nationalism and the public articulation of deep antagonisms between the six republics and two provinces.

The trail of destruction, fuelled by political ambition, began in October 1987 when Mr Milosevic and his sympathisers overran the Belgrade communist party organisation. Not content with this, he managed to get himself elected as communist party leader of Serbia, promising to purge the corrupt and unwieldy bureaucracy.

improve the efficiency of the Serbian economy, and improve living standards - all empty pledges.

Soon after, he turned the Serbian media, once a beacon of liberalism, into a bastion of nationalism and dogmatism. Politika, once the voice of the Yugoslav press, became the mouthpiece of the Milosevic clan and its sycophants.

Mr Milosevic's goals were almost in sight to be leader of Yugoslavia and to restore dig-

**Milosevic turned the media, once a beacon of liberalism, into a bastion of nationalism**

ability to Serbs, who felt deeply aggrieved by the 1974 constitution in which the late President Tito carved out of Serbia the two autonomous provinces of Vojvodina and Kosovo. The Serbian/Milosevic clan, anxious to consolidate their power, capitalised on this sense of let-off by deploying the nationalist card against Kosovo.

In Mr Milosevic's view, the small Serb and Montenegrin minorities in Kosovo were being discriminated against by the ethnic Albanian majority which makes up 90 per cent of the province's population.

It remains difficult to prove the Serbs were being forced by the ethnic Albanians into quitting the province, so that the Albanians could then claim Kosovo deserved to be granted the status of a republic.

Constitutionally, this is feasible, but any notion that ethnic Albanians would join ranks with their fellows across the border in Tirana was pure fantasy. In any case, ethnic Albanians and Serbs were leaving the province largely because of the stretched economic and social conditions.

Harking on the nationalist issue and the need to redress a perceived historical injustice, Mr Milosevic mobilised his supporters in 1988, a year which will be remembered for mass nationalist-inspired Serb demonstrations.

The demonstrators' promise to retake Kosovo was empty. The gap between rhetoric and action remains, as ever in Yugoslavia, very wide. The Serbs did, however, manage to create havoc in Montenegro and Vojvodina by attempting to force the ruling communists over to the Serbian cause.

By 1989 the battle lines had been drawn. Slovenia, Bosnia and Croatia opposed the Milosevic tactics, while Montenegro and Macedonia sheepishly sided with the Serbs. Violence, meanwhile, erupted in Kosovo as Serbia managed to regain control.

As a spin-off, the opposition in Slovenia and Croatia finally woke from their long sleep. Sensing growing opposition to communist rule, Mr Milan Kucan, the party leader of Slovenia and one of the few liberal/reform-minded communist leaders in the country, started paving the way for democratic elections.

He had no choice. If he sided

with Serbia, he would lose the elections. Forced into a situation similar to that of his communist counterparts in Lithuania, Mr Kucan sided with the opposition in their demands for free elections.

His instincts were proved right. Demos, a loose coalition of social democrats, won the elections last April, and the communists were ousted. Mr Kucan, however, was elected President, testimony to his staying power.

The Croatian communists, incensed but powerless to confront Mr Milosevic, who was now trying to rouse to action the Serbian minority in Croatia, followed suit. Last May the communists ceded power to the Croatian Democratic Bloc.

a right-wing nationalist group led by Mr Franjo Tudjman, a retired general and Partisan war hero.

The platform on which Demos and the Croatian Democratic Bloc stood was nationalism. On to a more precise anti-Serbian nationalism, Mr Milosevic, who is now President of Serbia but still commands considerable support over the corrupt, dogmatic communist party, is concerned with this growing opposition so much so that in an attempt to improve the image of the communists, he changed the name of the Serbian communist party to the Serbian Socialist party.

One of the most disturbing aspects to these elections is that Mr Tudjman, a merciful figure, is playing into the hands of the Serbs. He suggested Croatia's borders should extend to those lands inhabited by Croats. This

means the integrity of Bosnia-Herzegovina, a heterogeneous republic containing Muslims, Serbs and Croats, would be threatened.

To complicate matters, the opposition in Serbia is now becoming restless. Having seen the communists dislodged with relative ease in other republics, they are not demanding free elections in Serbia.

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A new Serbian constitution represents a last-ditch attempt to integrate Kosovo and Vojvodina fully into the republic. This would end all vestiges of social, economic and political institutions necessary for a functioning multi-party system.

The seeds of distrust have however been sown by Mr Milosevic and by Serb nationalists. Fostering any degree of trust rests with Mr Markovic, one of the few politicians who has appeared able to transcend nationalist rhetoric.

Slovenes who, for electoral and ideological reasons, walked out of the congress, changed their name and faced the electorate.

Now, sensing how the tide is turning, Mr Milosevic is fighting for his political survival. The opposition is vehemently anti-communist, and want elections as soon as possible. For technical reasons linked to the Serbian constitution, however, the communists are insisting that the constitution should first be rewritten on the grounds that the present one does not allow for such elections.

If and when Serbia recognises this, Yugoslavia may settle down to create the social, economic and political institutions necessary for a functioning multi-party system.

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repressed even further. He even suggests Serbia should start considering the fate of the Serbs in the republics of Macedonia and Bosnia. Hardly surprisingly, this is sending ripples through these two republics, both of which are also planning elections.

Liberal intellectuals in Serbia, and Yugoslavia, are finally raising their voices against nationalism. They are even suggesting Mr Milosevic and the nationalists will run out of steam.

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Laura Silber looks at the delicate balancing act that is going on

## The foreign ministry is looking westward

THE foreign ministry has had a busy year, from hosting the Summit of Non-Aligned countries to coping with the collapse of communism in Eastern Europe and at home.

As the country grappling with momentous changes, the foreign ministry is adopting practical policies aimed at boosting European co-operation.

These include:

● Orientation towards the European Community. Talks are expected to start by next year concerning Yugoslavia becoming an associate member;

● A redefinition of Yugoslavia's relations with neighbouring countries brought about by the new developments in Eastern Europe;

● A drive towards forging a unified foreign policy - a difficult task when the idea of a Yugoslav Federation itself is being questioned;

● A reappraisal of the role of the Non-Aligned Movement, of which Yugoslavia was one of the founding members.

As the Foreign Ministry attempts to address these issues, however, it in turn is being placed in a delicate position as Yugoslavia makes the transition from a one-party state to the multi-party system.

Foreign policy is traditionally anchored in the federal government's domain. However the government itself is in danger of being undermined by the individual interests of the six republics. For this reason, the foreign ministry is being forced into a balancing act in its attempts at consensus.

Attaining consensus among the six republics and two autonomous regions on any issue is a difficult task. However, they all share

the fear of being "left out" or isolated from the Community as it moves towards full integration by 1992.

"Although much preparation has to be done, the political commitment certainly exists," says Mr Srdjan Karim, the vice-minister of Foreign Affairs.

"There are pressures to hasten integration, but we know that Yugoslavia cannot yet bridge the gap to join the Community." He added in a reference to the basic prerequisites for EC membership: a stable multi-party system and a market economy, both of which Yugoslavia has yet to attain.

These goals are being facilitated by the Prime Minister Ante Markovic. For one thing, the economy is being shifted quickly from State regulation, although it will be a few years until market forces are flourishing. In a first step toward European integration, Yugoslavia has applied for membership to the Council of Europe.

In a complex society such as

Yugoslavia, any change is complicated by the fact that politics and economics are intertwined with national issues. The six republics, thus, are each moving towards political pluralism at their own pace.

On occasion, it seems the republics conduct their own foreign policy. Slovenia, the richest republic, tucked in the north west of the country, has already made overtures to Brussels, while Serbia has attempted, on a bilateral basis, to forge links with both countries.

The Foreign Ministry responds coolly to these diplomatic forays. It is understood, however, that Brussels has sent an unambiguous message to Belgrade making it clear that membership for individual republics cannot be considered.

In addition to edging closer to the EC, the Yugoslav authorities are also keen on stepping up co-operation within the region.

### Economic co-operation

Recently, Yugoslavia, together with Austria, Hungary and Italy, launched an economic co-operation programme which Czechoslovakia soon joined.

Known by the rather ungainly title of the Pentagonal Conference, these countries are anxious to intensify trade and other economic contacts.

The western Yugoslav republics are active in Alpe Adria - a consortium which extends to Italy, Austria and Hungary. While Serbia announced the formation of a Danube basin co-operation in June, which, apart from Bavaria and Austria, includes the eastern countries along the Danube river. As ever, there are parallel efforts to boost Balkan co-operation, which could ease tensions while the dust of change settles.

Yugoslavia's independent foreign policy has been a source of pride since the country broke with Stalin in 1948. Yet the revolutions in Eastern Europe have undermined this claim to uniqueness. Yugoslavia, like the East European countries, must now come to terms with its communist legacy.

### Relations with the east

It must also reassess its relations with its eastern neighbours.

It seems to be a rule that the further away the country, the better the relations. Yugoslavia's main problem with the USSR, once a potential aggressor, is the trade surplus of US\$1.6bn. Relations with Poland and Czechoslovakia seem free of problems. The unrest in Rumania, formerly a relatively secure border due to the absence of Warsaw pact tanks, causes concern, but the two countries seem to be on relatively good terms.

The same cannot be said for

its other neighbours, where matters are complicated by the question of Yugoslav nationalities in these countries.

Yugoslavia, for example, is sensitive to perceived interference by Hungary with regard to the 300,000-strong ethnic Hungarian population in the Province of Vojvodina, which borders Hungary.

The issue of Macedonia remains a thorn in relations with both Greece and Bulgaria. Neither country recognises the existence of a Macedonian nation, while Macedonians in Yugoslavia have their own republic, which shares borders with both countries.

Relations with Albania are complicated due to the large ethnic Albanian minority in the

southern province of Kosovo, which Albania says is being persecuted. Belgrade counters that Tirana is stirring up separatist tendencies in the province.

Exchanges over the past few years have been mostly acrimonious. Mr Milivoje Maksic, the Deputy Foreign Minister, is confident, however, that Albania's step out of isolation will improve relations. He expects high-level visits from Albania in the near future, and points to the plans for southern Adriatic co-operation with Southern Italy, the Yugoslav republic of Montenegro and Albania as a way to speed up the process.

### Non-Aligned Movement

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THE Yugoslav authorities have garnered much credit for introducing a tough anti-inflation policy, coupled with a freeze on incomes.

But the government's continuing commitment to containing inflation, boosting industrial output and closely monitoring wage increases will be put to the test over the next few months as it implements the second phase of its economic package.

The first substantial reforms were unveiled last December by Mr Ante Markovic, the Prime Minister. He launched what amounted to a comprehensive anti-inflation programme. Wages were frozen and most prices, except in utilities and other public services, were lifted.

He also pegged the dinar, the Yugoslav unit of currency, to the Deutsche mark. By doing so, he restored confidence in the currency; its black market value had been helping to fuel inflation.

The programme, spread over six months, has clearly proved successful. Inflation, running at more than 2,700 per cent a year, was brought down to less

than 4 per cent in May. The monthly consumer-price index fell from 80 per cent in December 1989 to 4 per cent by the end of April.

The curb on inflation and wages has also led to a fall in retail prices of both industrial producer goods, which fell by 15 per cent between April and May, and agricultural products, which fell by 8 per cent.

The liberalisation of prices and more competition on the market meant a lowering of some goods," explained Mr Andrijko Jovicic, director of the Federal Institute for Social Planning.

The authorities also built up the foreign exchange reserves from US\$300 to \$35m by the end of May. Mr Jovicic reckons that by the end of 1990, it will be \$10bn.

About two-thirds of the reserves, which for the

moment are not being earmarked for investment, are held by the National Bank, where they are invested in 3A security bonds. The remainder are held by the commercial banks.

The reserves are not treated as capital investments because of the convertibility of the dinar. "We had to keep our foreign reserves high in order to ensure our country is liquid outside and to secure the convertibility of the dinar," explained Mr Jovicic. He added that it was essential to have reserves available in order to keep a hold on inflation.

This touches on a problem the Markovic government must soon tackle: the fall in industrial production. During the first four months of 1990, it fell by 8.7 per cent compared to the same period last year. The government had expected a fall

of between 3 and 4 per cent.

Part of the reason for this fall is the lack of investments. "The major problem for the Yugoslav economy is the lack of capital accumulation in enterprises," commented Mr Jovicic.

To improve industrial output, the government is hoping that its second batch of economic reforms will help generate a new investment cycle.

• The establishment of a wage bargaining system, a crucial mechanism once the freeze on wages is lifted.

• Mr Jovicic thinks wages can be kept under control because of the new conditions under which enterprises will be allowed to increase wages. For instance, those enterprises performing well will be allowed to increase wages, but only on condition that part of the sur-

plus profit will be set aside for capital accumulation.

However, enterprises which continue to make losses will not be allowed to raise wages. Furthermore, if any enterprise in one month has been losing for five consecutive days but has nevertheless recorded a profit, the authorities will still not allow it to raise wages.

• The reduction of operational costs of some enterprises which will either lead to factory closures - a highly politically-charged issue - or a reduction in the labour force.

Unemployment estimates for 1990 range between 150,000 and nearly 1 million. But Mr Franc Horvat, the Federal Secretary for Foreign Economic Relations, remains confident the expansion of small and medium-sized private enterprises, increase in foreign investment, and the growth of joint ven-

tures will absorb the temporary unemployment.

• The introduction of a fiscal policy which should take up some of the burden borne by the tight monetary policy.

Mr Aleksandar Mitrovic, the deputy Prime Minister, says an overhaul of the taxation system will play a big role in the economic reforms. "Our taxation system is upside-down. We do not have a taxation system compatible with the market economy. We must have a single taxation system," he explains.

The present system verges on chaos. In fact, the integration of the Yugoslav economy has been hampered because of the disparities in tax rates, tax bases and exemptions between regions, sectors and branches of industry. This situation, which clearly adversely affects competition and the allocation

of resources, will be addressed in the second package of reforms, says Mr Mitrovic.

The idea, he says, is for the government to introduce a personal income tax, which rates will be determined by the republics, which will also retain the revenue. This, says Mr Mitrovic, will lead eventually to the introduction of Value Added Tax.

On the issue of federal finances, the authorities intend to reduce the reliance on customs duties and indirect taxation which, says Mr Mitrovic, accounted for 30 per cent of the budget revenues in the 1980s. This has been reduced to 18 per cent in 1989 and in 1990 will fall to 12 per cent.

• A rehabilitation of the banking sector (see below).

• Defining property and ownership rights, a task which all the countries of eastern Europe

are facing. For the moment, the omens for Mr Markovic and his policies look good.

**Inflation down from 2,700 to 4%; CPI down from 60 to 4%; retail prices continue to fall**

## Economic reform programme pays off

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## Political quartet seeks harmony

gaining control over the autonomous province of Kosovo, he strove to carve out a separate economic and political programme for Serbia, the largest of the republics.

Serbs today are tiring of the nationalist rallies and the unfulfilled promises of a better life. Instead, they want pluralism and an end to one-party rule. The authoritarian Mr Milosevic will find it difficult to meet these demands. Like most politicians, he wants to survive, but this time, round, the odds may be against him.

His businesslike, plain-speaking approach to the country's chronic debt problem won him support rather than criticism. By the time he unveiled the first phase of his economic programme last December, Yugoslavs seemed prepared to take anything from him, including a pay freeze - and that has more to do with Mr Markovic's personality than their tolerance.

After 33 years' work at the giant Radom Koncar engineering works in his native Croatia, Mr Markovic has no illusions about what drives (or holds back) efficiency and productivity. Moreover, his ability to sidestep nationalist issues and focus on national interests has earned him a reputation as an impartial

player in the increasingly complicated political arena.



MR FRANJO TUĐMAN

THE President of Croatia and the republic's first democratically-elected leader for more than half a century is authoritarian. He is a man with a fixed vision of Croatia's history and future. Croatia must be a sovereign state within the borders of a Yugoslav "confederation" - or else go it alone.

But the former general is also a man whose rhetoric rarely matches his deeds. Since assuming office in May, he has moderated his views - and has even

said he would willingly negotiate the future political structures of Yugoslavia before taking any unilateral decisions. The mantle of power has passed from the power of pragmatism and moderation even on the most die-hard of nationalists.

Mr Tudjman's nationalist past is long. Born in 1922 in Zagreb, the capital of Croatia, he was imbued with Marxist ideology. That gave way to nationalism after he joined Tito's partisans to fight, he says, "for a free Croatia." In the 1960s, his fiery nationalism led to his expulsion from Zagreb university and, later, imprisonment on charges of Croatian nationalism. Tito, it is said, intervened on his behalf.

He considers the 1974 constitution to be one of Tito's greatest achievements. Serbia thinks otherwise. But then, Croatia and Serbia have rarely agreed in the years since the country was founded in 1918.

The map he has in mind is one which would double the size of Serbia by incorporating certain historical borders, including parts of the republics of Croatia, Bosnia-Herzegovina, Montenegro and Kosovo. What a best-seller that would be for his followers who could possibly catapult their hero into power.

Serbia's borders.

Mr Draskovic's opposition group, the Serbian Movement for Renewal (SMR), claims more than 300,000 members. Like their leader, known affectionately as Vuk (wolf), many affect long hair and beards, in the image of many Serbian heroes.

Until recently, Mr Draskovic's fame rested on his five books, which focus on what he calls the "genocide of the Serbian people." This amounts to a catalogue of grief concerning the fate of Serbs in the Second World War, post-war territorial divisions, and perceived abuse under the Communists.

He won support from nationalists by speaking out for Serbia when it was taboo to do so - and even before President Milosevic hijacked nationalist sentiments three years ago to gain power.

He considers the 1974 constitution to be one of Tito's greatest achievements. Serbia thinks otherwise. But then, Croatia and Serbia have rarely agreed in the years since the country was founded in 1918.

## Image of a hero

VUK DRASKOVIC  
MOBBED by throngs of young supporters, Vuk Draskovic, 44, leader of a Serbian nationalist party, sits in a cafe redrawing

KEY FACTS	
Area	256,000 sq km.
Population	23,556,000
Head of State	President Janez Drnovšek
Currency	Yugoslav Dinar
Average Exch Rate	2.88 New Dinars per US\$

	1988	1989
Total GNP (US\$ m.)	55,287	39,244
Real GNP growth	2.5%	-0.4%
GDP per capita (US\$)	2,969	N.A.
Current account balance (US\$ m.)	2,487	1,770
Exports incl. non-factor svcs (US\$ m.)	12,779	13,800
Imports incl. non-factor svcs (US\$ m.)	12,000	14,669
Trade Balance (US\$ m.)	779	120
Trade Dependency	44.0%	70.0%
Total reserves minus gold (US\$ m.)	2,298	4,136
Total Public sector expenditure as % GDP	31.3%	N.A.
Total foreign indebtedness (US\$ m.)	21,684	19,685
Debt as share of GDP	38.5%	50.2%
Interest payments (of % exports)	8.8%	9.4%
Inflation (average per annum)	195%	1,252%
Producer prices (industrial goods)	203%	1,306%
Industrial Production (% change)	-4.8%	-9.1%

\* Exports plus imports as % of GNP

Source: IMF, OECD, EIU

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## Our Way to Europe 1992

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For advanced yet not fully developed Slovene high-tech companies there were additional hurdles related to the economy system in Yugoslavia.

To ensure that these Slovene companies will continue to rejuvenate their traditional export orientation, a new form of strategic partnership and business strategy is being explored: a joint venture arrangement with investors from abroad.

The most recent foreign investment laws along with other measures of the Yugoslav government show a radical move away from the rigid model of the planned economy. These allow foreign investors favorable and secure terms for capital investment in Yugoslav business enterprises such as free transfer of profits, full management participation, major share positioning, etc.

Both SIEMENS and ISKRA describe the new joint venture company ISKRA TEL as the most efficient way to jointly address Yugoslavia as well some other countries' markets. The public telephone switching networks gradual entry into the digital era and into the forthcoming ISDN (Integrated Services Digital Network) is a highly competitive arena in a highly complex technological environment (electronics, microelectronics, electrooptics, etc.).

Both partners' motives matched each other, contributed to their competitive strengths and neutralized gaps evident in previous individual efforts to address some telecommunication markets.

Both companies' officials agree that the new Yugoslav legislation contributed a great deal to the success of their arrangement.

The experience of the ISKRA - SIEMENS joint venture ISKRA - TEL could be a sound base for addressing the challenge of the single European Market after 1992. Europe 1992 will represent a burden to those companies not capable or ready to adjust their marketing strategy accordingly.

ISKRA, of course, offers other fields of activities, which may attract the interest of foreign partners: automation, cybernetics, test and measurement components, rotary and automotive products as well as consumer and home appliances.

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## YUGOSLAVIA 4

The problems in Kosovo epitomise Yugoslavia's ethnic headache, writes Laura Silber

## Move to democracy jarred by power struggle

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ONE of the greatest challenges facing Yugoslavia as it makes the delicate transition from a one-party system to a multi-party democracy, is defining the position of ethnic minorities within this country.

The problem is especially painful in Kosovo, the turbulent province tucked in the south of Yugoslavia, which shares a border with Albania. Today, Kosovo is one of the thorniest issues in Yugoslavia, where nationalism is the bridge from communism to democracy.

For the last two years, Kosovo has been the scene of bitter conflict between Serbs and Albanians. At least 30 ethnic Albanians were killed in 1990 when thousands took to the streets throughout the province to demand greater autonomy from Serbia, Yugoslavia's biggest republic.

The southern province encapsulates the problem facing Yugoslavia while it struggles with the legacy of 45 years of communism. National identity was discouraged during Tito's rule when it was suppressed, by force if necessary.

Kosovo is Yugoslavia's poorest region, the average monthly salary of 1,78 dinars (US\$145) is just over half the national average, the unemployment rate is nearly double the national average of 18 per cent; the province is the most densely populated region in Yugoslavia, and ethnic Albanians, who have the highest birth rate in Europe, make up nearly 90 per cent.

At issue in Kosovo is the future status of 1.7m ethnic Albanians.

Serbs often perceive Kosovo to be the seat of Yugoslavian civilisation. It was from here that the medieval empire, under Tsar Dušan, was ruled. At Peć, in the heart of Kosovo, the Orthodox Serbs built their spiritual capital, symbolised by the Patriarchate.

The Serbs defended their kingdom against the Ottomans, but lost the Battle of Kosovo in 1389, an event which still figures prominently in the Serbian national consciousness.

Serbs and the descendants of the indigenous Illyrians - the Albanians, who are Muslim, Catholic and Orthodox - lived together in Kosovo during the centuries of Ottoman rule. The two rich cultural traditions com-

plemented each other.

As the heart of Serbian civilisation moved northward, and Belgrade became the economic and political hub of the nation, the Serbian population in the region declined.

After the Balkan Wars of 1912-13, the Serbs returned to Kosovo, where the Albanians had become the majority. The cultures clashed when the Serbs tried to regain Kosovo through a colonisation programme, and attempts to suppress the Albanians were continued under the communists.

To prevent the largest ethnic group from dominating the country, Tito carved up Serbia - Vojvodina to the north and Kosovo and Metohija to the south.

In spite of attempts to reduce Serbian influence, Kosovo was controlled by Mr Aleksandar Ranković, Tito's security chief, whose name still evokes memories of repression and persecution among ethnic Albanians.

When he was ousted in 1966, Albanians took to the streets demanding equal rights. In response to their demands, and against Serbian wishes, Tito gave the ethnic Albanians rights to cultural expression.

This was cemented in the constitution of 1974 and the granting of full autonomy to the Albanian population.

For the next seven years money was poured into the prov-



ided the province claiming intimidation and brutality by the Albanians.

Mr Slobodan Milošević, now the President of Serbia, came to power in 1987 largely on promises to restore wounded Serbian pride and to redress the 1974 constitution.

Nationalism proved a useful tool to mobilise the sleeping republic. Propelled by awakening Serbian nationalism, the Serbian constitution was amended, restoring Kosovo's autonomy. Serbia said it was finally on equal footing with the other Yugoslav republics and abroad. The opposition united in demands for free elections. Yet Serbia fears that multi-party elections would bring a secessionist Albanian government to power.

Albanians feel Serbian policy in Kosovo threatens their ethnic identity, particularly a "re-colonisation" plan which guarantees employment and housing to Serbs who settle in Kosovo. Such a programme would heavily burden the already failing Serbian economy.

The province's political landscape has changed dramatically in the last year. Serbian

attempts to stop Albanians from organising politically have failed. En masse, Albanians have left the Kosovo Communist Party, which is under direct control of the Serbian Party, and joined opposition groups, mainly the Democratic League of Kosovo led by Mr Ibrahim Rugova, a prominent intellectual. The Democratic League claims more than 500,000 members.

Ethnic Albanians have gained political self-confidence, due in part to perceived support from beyond Serbia, the western Yugoslav republics and abroad. The opposition united in demands for free elections. Yet Serbia fears that multi-party elections would bring a secessionist Albanian government to power.

The Kosovo conundrum is especially acute as neighbouring Albania, one of the last bastions of one-party Communist rule in Eastern Europe, opens up. Serbia is afraid of losing the province to Albania. There is a fear that, faced with reduced political options in Yugoslavia, Kosovo Albanians may turn to Albania

as the country comes out of its cocoon, joins the Conference on Security and Co-operation in Europe (CSCE) and liberalises its harsh legal code.

The province's Albanians, however, say their future is within Yugoslavia, but with equal rights.

The Serbian Government promises free elections by next

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## Tudjman finds nationalism is a double edged sword, but . . .

## Croatia weathers the first storm

AMID colourful pageantry, Croatia convened its first non-communist parliament in more than 45 years last spring. The centre-right Croatian Democratic Union (CDU) had won a landslide victory.

However, Yugoslavia's second-biggest republic's first steps towards democracy have escalated Croatia's conflict with Serbia, the biggest republic, further damaging a relationship which has traditionally been the axis of Yugoslavia.

The relationship, strained by

ethnic and political rivalry, has been in sharp decline for several years.

Croatia's communists, now called the Party for Democratic Change (PDC), had been at odds with the Serbian party over reform, and perceived Serbian attempts to dominate the Yugoslav Communist Party.

The rising friction between Serbs and Croats, evident in grassroots conflicts as well as in political forums, has led analysts to worry about a direct conflict between the two nations, which have a long history of antagonism. The fiery nationalist rhetoric that characterised the CDU's campaign opened old wounds, stirring fears throughout the country.

As the CDU settles down into the business of government, nationalism has simmered down.

The CDU won 205 out of 365 seats in the Sabor, the Croatian parliament. The party fuelled its powerful campaign on Croatian resentment of Serbia and an alleged US-Soviet in foreign campaign contributions.

Mr Franjo Tuđman, the newly-inaugurated President of Croatia and a former Army general, engineered the CDU's victory over the reformist communist Party by promising the Croats political and economic sovereignty.

As Yugoslavia makes the transition to a multi-party system, however, the issue of sovereignty is frequently addressed. Croats feel they are economically exploited by Serbia, Serbia, Yugoslavia's

largest producer of electric power and raw materials, claims it supplies the most developed regions, including Croatia, with energy at below market prices.

The Croat electorate felt, none the less, that Serbia and Croats in Croatia hold a privileged position within the Yugoslav federation.

Anti-Serbian polemics during the campaign upset Serbs.

## The memory of Second World War ethnic violence stays with Serbs

who make up 600,000 of Croatia's 4.5m population. Although Mr Tuđman promised to guarantee the rights of ethnic groups within the region, the memory of inter-ethnic violence during the Second World War has caused fear among the Serbs.

Croatian fascists, called the Ustase, set up the Independent State of Croatia, which sent tens of thousands of Serbs, Jews and gypsies to their deaths in concentration camps. Reports of CDU links with Ustase who are living abroad drew sharp criticism from the communists.

The CDU, which considers itself close to western European social democratic parties, bore the brunt of an anti-communist backlash spearheaded by the CDU during the elections. The party won only 73 seats in the three-chamber par-

liament. When the newly-constituted assembly convened for the first time on May 30, Mr Ivica Račan, the PDC President, was left without a seat and had to remain standing in a Sabor packed with victorious CDU deputies.

Following the pattern of Serbian politicians, CDU leaders revived the national pride of the predominantly Catholic Croats. Before the first session of parliament, the 26-member government attended a mass, after which Cardinal Franjo Kuharic, Archbishop of Zagreb, said the Roman Catholic Church would have closer relations with the CDU than with the Communist authorities.

Croatia was part of Austria-Hungary for centuries until becoming a part of Yugoslavia in 1918. In Zagreb's baroque central square, thousands sang the inter-war hymn, Beautiful Homeland, which had not been heard in public since 1971 when the Croatian Communist leadership gathered crowds calling for greater independence for Croatia. The leaders of the so-called Masopust (Croatian for "mass movement") returned to the political arena this spring in the broadly based Coalition of National Agreement (CNA).

The CNA made a poor showing at the polls, but the former political leaders were received warmly by the public. Tito had forced out hundreds of influential politicians and intellectuals on charges of nationalism in 1971. The demands of the leaders of the "Croatian Spring" pale in comparison with those in 1990.

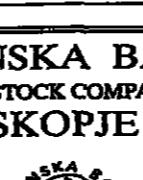
Croatian intellectuals who supported the CNA say the election results prove that the population wanted a strong nationalist leader. "The CDU is Milošević's child. Now we have to wait a few years for the scales to settle and nationalism to die down," says a Croatian journalist.

As each republic steps at its own pace toward pluralism and develops the institutions to safeguard democracy, Croatia has weathered the first storm.

Recent outbursts of violence in Croatia indicate, however, that the nationalist euphoria Mr Tuđman encouraged in order to win the campaign may be difficult to control. A football match in May, for instance, resulted in a bloody riot by Serbians and Croatian fans. It will be up to Mr Tuđman to lower the temperature of nationalist passions in Croatia as the CDU prepares to resolve his republic's economic and political problems.

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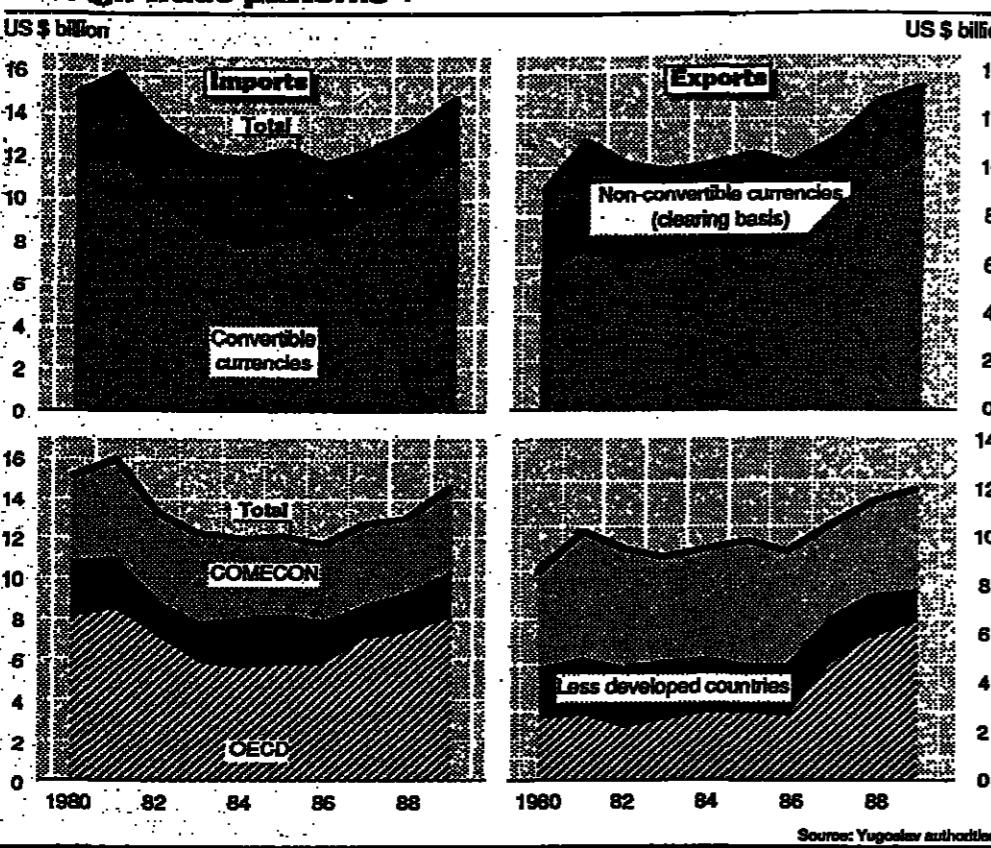
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The pattern is changing, writes Judy Dempsey

## Trade shifts away from Comecon

### Foreign trade patterns



Laura Silber looks at the awakening of environmental awareness

## Yugoslavs jolted out of passivity

BUSES in Belgrade trail black clouds of exhaust fumes. A coke plant in Zenica, one of the most polluted cities in Yugoslavia, spews brown columns of smoke. Tests of air samples there revealed more than 100 organic materials in amounts lethal for future generations.

Researchers found between 30 and 40 per cent of conscripts from Zenica were physically incapable of completing their military service.

Like most of Eastern Europe, Yugoslavia did not allocate resources to cope with environmental problems in the past.

As a result the country is now facing a big challenge in trying to protect the environment.

Yugoslavia has defined 27

chief polluters and problems in a three-tier priority system which the World Bank will evaluate by the autumn.

World Bank officials estimate that \$2bn will be needed to clear up the problems, which resulted from slow macroeconomic reform. That, plus the authorities' inability to implement anti-pollution legislation, has prompted the federal government into drawing up new legislation.

The legislation appears to be prohibitive rather than preventive. It is planned, for instance, to mete out high penalties to those industries which do not adhere to environmental standards. In addition, those industries will be denied credits in the future.

"In the past, standards were not respected, and there was insufficient public participation," said Mrs Sofija Vujanac-Borovica, under secretary at the environmental division of the Federal Secretariat for Development.

Pollution (including air) is under the auspices of the federal government, which, in conjunction with the World Bank, is introducing programmes to clean up the big polluters. The World Bank presently provides 50 per cent of financing for a project in Rijeka on the Dalmatian coast. The remaining funds must be provided by the enterprise or

the region. This is likely to pose difficulties, since many of the country's biggest industrial polluters have serious economic problems.

Similarly, many of these enterprises are situated in poorer regions which may have additional difficulties in providing funds to clean up the environment at a time when these regions are facing growing unemployment.

However, the continuing deterioration of the environment has finally jolted the Yugoslavs out of their passivity — to such an extent, indeed, that the Green Party is now becoming a significant political force.

The Green Party is now organised throughout the country, particularly in those regions hit hardest by pollution. Citizens are forming groups for the protection of wildlife and geographical regions, which will work in conjunction with the federal government to pass laws aimed at protecting certain zones in Yugoslavia.

Mrs Vujanac-Borovica is aware that the public must be educated to participate in keeping the environment clean. "There is a long way to go, and it will be a difficult road, especially in light of diminished resources."

"If Yugoslavia wants to be part of Europe, then it's high time to address the problems, otherwise we'll be left behind with no air to breathe," said a Belgrade journalist.



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THE large trade surplus run up by Yugoslavia with the Soviet Union is now being reduced through the dollar-clearing system.

Of more significance, the country's trade patterns have shifted considerably from the Comecon trading block to developed regions. This had led to a growth in exports; however earnings have been offset by the liberalisation of imports, in particular an almost insatiable domestic demand for high quality consumer goods.

For the first five months of 1990, exports increased by 17.9 per cent over the same period last year and totalled US\$5.9bn. Exports to convertible cur-

FOREIGN TRADE: Percentage trade from previous year									
Exports to b.					Imports to b.				
1985	1986	1987	1988	1989	1985	1986	1987	1988	1989
Total value (US\$)	4.3	4.3	6.0	6.1	2.4	7.1	-0.8	2.5	12.8
Price	-3.1	7.1	8.0	3.2	1.2	-0.1	0.5	6.7	3.3
Volume	7.6	-2.6	0.0	4.9	4.8	2.5	6.8	-7.0	13.2
Non-convertible currencies	12.5	-7.1	-15.9	-2.4	-3.6	-6.7	-15.1	1.3	-2.8
Price	-1.0	0.0	1.3	2.5	4.4	1.9	-15.8	-2.6	2.9
Volume	13.8	-7.1	-17.0	-4.8	-7.7	-8.4	0.8	-10.4	-5.5
Convertible currencies	0.4	11.6	17.5	12.3	9.3	7.5	17.7	-1.5	17.2
Price	-4.2	11.4	7.9	3.4	0.3	-1.0	7.6	10.3	3.8
Volume	4.0	0.2	8.9	8.6	9.0	8.8	9.4	-10.7	24
OECD	2.1	20.7	27.8	16.5	7.1	-	-	-	18.8
Price	-5.1	18.3	11.1	4.1	-1.0	-	-	-	-
Volume	7.6	2.1	15.1	11.8	8.2	-	-	-	-
Less developed countries	-	-	-	-	-	6.8	21.9	0.6	4.8
Exports to convertible currencies	-	-	-	-	-	-	-	-	-2.8
Excluding oil	-	-	-	-	-	-	-	16.1	1.9
Price	-	-	-	-	-	-	-	7.7	5.9
Volume	-	-	-	-	-	-	-	-	20.4

Source: Federal Secretariat of Foreign Trade

authorities have instituted the necessary machinery and are determined not to build up any more surpluses with the Soviet Union.

"Beginning in January 1991, all our trade will be 'dollarised' with the Soviet Union," said Mr Horvat. "This is the same method now being worked out between the Soviet Union and the other countries in eastern Europe."

"If we have the goods and the quality the Soviet market wants, that's fine. If not, tough.

We have to become competitive."

However, it is the continuing rise in imports the authorities are anxious to monitor. Over the same five-month period for 1990, imports, which totalled \$7.4bn, increased by 33.9 per cent.

This sharp increase is due to the government's decision last December to liberalise all imports, coupled with the convertibility of the dinar. In turn, it released what the OECD described as "pent-up demand

for high quality consumer goods."

Mr Horvat confirmed this — in this short period of time, imports of consumer goods rose by 174 per cent, he said.

The bulk of these imports — worth \$6.2bn, or an increase of 40.5 per cent — came from the developed countries.

The trade surplus can be maintained largely because of the unexpectedly high growth in tourist receipts, even for the first quarter of 1990.

Last year's foreign exchange

earnings from tourism totalled \$2bn, but Mr Horvat says receipts for the first four months are already up by 50 per cent over the same period last year, and the country could expect tourism receipts to reach about \$4bn by the end of 1990.

He explains this partly by an increase in spending on accommodation, and partly by the fact that the black market disappeared following the decision last December to make the dinar convertible.

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Tourists and local people sit outside a sunlit cafe, with the city and mountains making a glorious backdrop, near Bascarsija, Sarajevo's old Turkish bazaar

Tourist spending is up by 51 per cent so far this year, writes Laura Silber

## Sun shining down on tourist industry

A PROCESSION of ships streams through the Yugoslav Bay of Kotor, an inlet of the Adriatic Sea in Montenegro, which is surrounded by mountains crashing into the blue water. Every year, sailors observe a 17th century custom by casting stones on to the island of Gospa od Skrpjela. Stone by stone the island expanded as it became a shrine to sailors from Venice and the Ottoman and Austrian Empires who had been lost in shipwrecks and pirate raids.

Although no longer besieged by pirates, the Yugoslav coast has not lost its allure for foreigners, a fact borne out by the latest statistics issued by the federal government.

The summer season opened on a promising note for the tourist industry. The number of foreign visitors rose by 6.6 per cent in the first four months of 1990. They spent US\$614m - 51 per cent - more than in the same period last year.

"Results have proved better than expected," said Mr Andrija Jovicic, the Director of the Federal Institute of Social Planning. He anticipates this year's earnings to far exceed the projected \$3.2bn.

The Yugoslav authorities are this year stepping up efforts to diversify tourism and to attract visitors throughout the year. The 1994 Winter Olympics in Sarajevo helped to publicise Yugoslavia's winter sport facilities and more roads are being built every year in the republics of Serbia, Bosnia and Slovenia.

For those tourists who are taking a holiday to recuperate,



Picture: Reuters / J & R  
From the honeymoon Prince and Princess of Yugoslavia has long been a favourite tourist destination

there are 70 spas and recreation centres which offer a variety of therapeutic treatments such as massage, mud baths and saunas.

The tourist industry earned about \$2.2bn in 1989 when nearly 10m foreigners visited the coast, went skiing or went bear hunting. The stimulation of the tourist industry is an important element of the Yugoslav economic reforms.

This year's steep increase in foreign exchange earnings stems mainly from the introduction of the convertibility of the Yugoslav currency in January, pegged at 7 dinars to one Deutsche mark. This has helped to channel hard currency through banks instead of the black market.

The industry is going about it often used hard currency to pay directly for services or often exchanged money on the black market which earned them an extra 10-30 per cent. However, the black market went out of business almost overnight in December when the dinar was made convertible.

The changes in Eastern Europe have also boosted tourism. Eager to travel abroad, more than 5m people from neighbouring Hungary, Romania, and Bulgaria visited Yugoslavia in the first four months of 1990, which is an increase of about 150 per cent over the same period last year when 2m crossed those borders.

The tourist industry is anxious, however, to attract more visitors from Western Europe.

The industry is going about it

in a number of ways. There are plans to construct new and/or improve old roads linking Yugoslavia with Austria, Italy and Hungary.

Yugoslavia is also looking at ways to finance the construction and improvements of the motorway infrastructure by offering potential foreign investors freedom to make use of duty free zones, open up restaurants and other facilities.

"Tourism is the most sensitive market, the first to respond to good or bad news," said Mr Dragan Barakatovic, the Assistant Federal Secretary for External Economic Relations. Indeed, reports in the international press of Yugoslav political instability and high inflation has actually led some tourists to cancel their plans.

Another blow to tourism is the algae which first bloomed in the Italian Adriatic but has since spread to the northern Yugoslav coastline. Although the algae is said to be harmless, the phenomenon is not exactly a tourist attraction. Authorities have waived taxes on equipment imported to clear up the problem, which seems, so far, to be contained in the north.

In spite of these environmental and political problems, the number of foreign tourists has risen. Domestic tourism, on the other hand, has fallen off sharply. The country's difficult economic situation may have kept Yugoslavs at home, although when strapped for cash in previous years, Yugoslavia always seemed to manage to take a holiday. A more likely cause for the decline in domestic tourism is the increased ethnic rivalry between Serbia and Croatia, which led most Serbs to plan holidays in Greece rather than on the Adriatic Coast, which is primarily within the republic of Croatia.

From the Serbian medieval monasteries in the South to the alps in Slovenia in the north, Yugoslavia offers the scene for an enchanting holiday, although foreign holidaymakers occasionally complain about slow service, unreliable transportation schedules and considerable confusion surrounding the currency. When paying a bill, the tourist should beware that the dinar was revalued during last year's soaring inflation. Today, a 50,000 "old" dinar bill is actually equal to 5 dinars (or 42 US cents). New bills have also been issued and are used concurrently, so a 500 "new" dinar note is worth about \$42.

In addition, the financial impediments to the creation of new companies and the provision of venture capital have not yet been removed. Moreover, enterprises, which in the past were free to found their own banks, were often loss-making and, more dangerously, as co-owners or owners, were issuing themselves with credit they could not back.

Not surprising, the consensus among economists in Belgrade is that for the foreseeable future, the banks will remain unattractive for potential investors. Despite suggestions by Mr Djordje Nivotic, of the NBY International Relations department, that the incestuous link between banks and enterprises is being broken, "the risk that banks continue to discriminate in their lending conditions in favour of foreign members, and notably big debtors, remains."

Mr Nivotic and his colleagues at the National Bank of Yugoslavia have no qualms in admitting the transformation of the banking system will be a long and difficult process.

At the same time, they are keen to point out that as part of this process, the NBY's powers have been expanded with the aim of weakening political interference.

As a result, the banks were often forced to charge high interest on loans to profit-making enterprises which pushed interest rates well above the rate of inflation.

For this reason, the Prime Minister last January stressed the need for a full bank rehabilitation process.

"It is an exercise which has to be managed cautiously," says Mr Nivotic, explaining how the NBY would review the financial statements of all the banks, and by using international standards, would identify those banks which should be liquidated or else supported by additional capital investment, or even by some form of takeover of their non-performing claims.

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## RECRUITMENT

**JOBS:** People with conflicting attitudes to time limits do not need to be constantly at war

**WHICH** are you – a deadline dicer, or a deadline defuser? Most of us seem to be one or the other: either getting things done well ahead of time, or waiting until there is precious little left before we even start.

Each type can deliver the goods when working alone. But when both types are harnessed to the same task, as they often have to be, they are less likely to pull together than to tie one another in knots.

As newspaper reporters are notorious for deadline-dicing, there are no prizes for guessing which of the two the Jobs column is. Indeed, I am hard-pressed even to imagine what working life looks like from the other side of the divide. The incomprehension nonetheless appears to be mutual, because evidence that defusers are equally blinkered is in constant supply.

For instance, when newly met people are told what I do for my living, a good many of them say: "Oh that wouldn't suit me, I could never cope with such short deadlines."

Which side they are on is obvious. Only defusers would view deadlines as deterrents. To us dicers, they are quite the reverse. Our problem is not meeting mere time limits, but getting down to such excruciatingly unnatural

## How dicers and defusers can make friends

activities as writing at all. While we may not like deadlines, we know that without them little or nothing would ever be produced.

The trouble is that, besides being incapable of understanding one another's dynamics, the two types rarely discuss how their differences might be reconciled. More often by far, each tries to force its own way of working on the other by stealth.

A favourite dodge of defusers, with their strong sense of order, is to try to cushion their nerves against panic by fixing artificial deadlines well before time truly runs out. Dicers, with their sharp sense of actuality, typically respond by feeling unwarrantably imposed on while finding cogent excuses for delaying ever closer to the real moment of doom. So the pattern of work tends to end up as it was beforehand, except that each side respects the other still more.

Unfortunately, the damage may not be confined to frayed nerves. Take for instance a central concern of Don Taylor, a consultant psychologist in Southampton. Among other things, he advises on

the prevention of collisions at sea – which, to judge by his comments, seem miraculously few and far between.

When two ships approach on converging courses, the rule is clear. Only one of them should take avoiding action, and that is the ship with the other on its starboard side. The second should continue serenely on its way. But when it is under the command of a dicer, whereas the first ship has a dicer on its bridge, their differences come perilously into play.

### Dilemma

"It appears to be a bit taboo for merchant ships to communicate by radio or otherwise," Dr Taylor says. "And although they can detect each other by radar a long way off, they don't like to act until they're well in sight, usually three or four miles apart. That sometimes applies even to the biggest ships, whatever they start doing, take a long time to change."

"So imagine you're in charge of the ship that's supposed just to stay on course, but although you

think the other is now inside a safe distance, it keeps coming on and on. What do you do?"

"If you obey the rules and do nothing, it might simply not have noticed you and press on till it's too late. But any action you take is liable to precipitate a collision, even blowing your hooter. That's like waiting in your car at a traffic signal, and as it changes the vehicle in front puts its reversing lights on. If you sound your horn, the driver's likely to panic and back into you all the harder."

In Don Taylor's view, the sharp difference between defusers and dicers can be traced to personality traits. And one way of detecting the conflicting tendencies is the Myers-Briggs test developed from the work of the great C.G. Jung.

It measures four personality factors, each of which can be seen as a line between two poles. Most of us aren't at either extreme; just more or less markedly nearer one than the other.

The first of the factors divides extraverts from introverts – a distinction which, although not as clear-cut as is often believed, is

well enough known to need no explanation. A second divides people whose acts are governed by thinking from those who are driven by feeling. But it is the remaining two factors which are thought to account for the differences between dicers and defusers.

One of them distinguishes between *sensors* and *intuitives*. The former deeply believe that the world is exactly as it appears to their senses, and the simpler the impression it makes on them, the better they tend to be pleased. Intuitives are equally convinced that everything is more complex than it seems, and that conforming to established practices is humanly inferior to generating new ideas.

The other factor relevant to behaviour divides *judgers* from *perceivers*. The judging variety like to draw clear-cut decisions, and count making a decision as more important than improving the criteria and data on which it is made. Perceivers are bent on sifting, extending and otherwise changing the existing criteria and information, and regard deciding as something it is best to defer.

Accordingly, the arch-defusers are the *sensing judges*. For one thing, since deadlines are part of their beloved decision-making process, they see them as desirable things in themselves. For another, like life to be simple and ordered, they take pride in completing tasks well ahead of time. They constitute about 38 per cent of people tested by the Myers-Briggs yardstick.

### Decisiveness

The same love of getting things decided tends to outweigh *intuitive judges'* dislike of established ways, putting them in the defusers' camp. They make up about 12 per cent of the population.

*Sensing perceivers*, who make up a further 38 per cent, have a respect for order and system which makes them often give ordained deadlines pride of place over their urge to wring out a bit more data.

The arch-dicers are the *intuitive perceivers*. Although they constitute only one in eight of the public, they can create alarm and dependency far beyond their density. Even so, not only is their creative potential

highly useful to virtually all sorts of organisations, but they do not need to be at war with the other types – not even with their polar opposites.

For example, Dr Taylor is an arch-dicer whereas his partner in the Southampton company is a sensing judge. "Like most of the different personalities, we're able to complement each other with better results than either would achieve just working with people of the same kind. But that can't be done unless every team-member values and respects the others' contrasting ways of operating."

Andrew Stewart, a consultant psychologist specialising in team-building, agrees. "A great help to people in understanding their differences, and how they can work together instead of against each other, is a common language for describing them," he says.

While one example is the the Myers-Briggs classification outlined here, several others will serve just as well. Another is Transactional Analysis with its divisions between hurry-up types, I-mperfects, pleasers, and so on...

But there I must stop. For this particular intuitive perceiver, the moment of doom has arrived.

Michael Dixon

## BANKING FINANCE &amp; GENERAL

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## Important new appointment with US market leader EUROPEAN CREDIT CONTROL MANAGER

Our client is an international information-services group, worldwide market-leader in its field, and successful subsidiary of a major US corporation.

Following a period of sustained growth both in revenue and income, they now wish further to strengthen their financial controls and improve cashflow, through the appointment of a European Credit Control Manager.

Based at their Corporate HQ, and reporting to the Group Treasurer, your task will be to establish and then to maintain efficient and effective credit control systems and functions for each of their 6 major European businesses. You will undertake in-depth reviews of existing, largely accounting-based, practices and based on your recommendations, implement progressive and practical receivables control procedures and systems throughout Europe.

For this important management role, we are seeking a very experienced credit control manager, with a sound educational/professional background, who can demonstrate solid achievements in the field of credit management based on experience gained in a fast-moving, ideally international environment. You will be a self-starter, highly motivated, European in outlook and with excellent communication skills. You should also be willing to travel extensively during the start-up phase of this project.

Salary will not be a limiting factor for the right candidate and the excellent benefit package will include a contributory pension and bonus schemes.

To discuss this appointment in confidence, call Neil Wax on 071-387 5400, or write with CV and full salary details, quoting ref 10235, to: Financial Selection Services, Ditory House, Gordon Street, London WC1H 0AN. Fax: 071-388 0857.

Central  
London

Financial  
SELECTION  
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Executive Selection Division

## General Dealers- Commodities & Treasury

PRESTIGE MERCHANT BANK ★ CITY

One of the UK's leading merchant banks is currently expanding its established range of dealing activities to include a wide range of commodities.

As a result, a number of new middle-management opportunities have been created within the bank's successful International dealing team.

The roles, which will involve significant client contact in the UK and abroad, will require the ability to think broadly and relate dealing approaches effectively across different markets.

Candidates with an impressive record of three to four years' profitable dealing experience, preferably in commodities or metals trading, can look forward to

excellent development prospects – including exposure to treasury dealing – within this prestige organisation.

Highly competitive remuneration packages will comprise attractive base salaries, substantial performance bonuses and profit-sharing schemes. In addition, a full range of merchant banking benefits will be offered.

Please send your full cv to: Media System, House, Cloisters Business Centre, 8 Battersea Park Road, London SW8 4BG, quoting ref: 1981/FY on the envelope. Your application will be forwarded immediately to the client's Personnel Director, unless marked "secrecy check" and noting separately any companies to which it should not be sent.

## MEDIA SYSTEM

## Director General

### Unit Trust Association

London

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The Association has 140 member companies with £55 billion under management, representing almost 95% of total unit trust funds. It is an important forum for members, an active lobbyist and the voice of the industry. Candidates are now being sought for the new post of Director General. He or she will lead and manage the Association, negotiate with Government and regulators and actively promote the merits of unit trusts and the interests of unit trust investors.

#### THE POSITION

■ The leading spokesman for the industry responsible to the Chairman and Executive Committee for the management and direction of the Association, supervising separate departments dealing with press and public relations, regulatory and fiscal matters, research and statistics and administration and finance.

■ Working to strengthen the Association in its role as representative of the industry, and to become its accepted spokesman and champion.

■ The role balances public communication and high profile presentation with policy formulation and executive management.

Please reply in writing enclosing full details to the Chairman, Spencer Stuart & Associates Ltd., Brook House, 113 Park Lane, London W1H 4HJ quoting Ref: 11610-01

London  
071-493 1238

Spencer Stuart & Associates Ltd

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061-941 3818

## ATTN: F.X. DEALERS

### Money Market

to £40,000

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Major international bank wishes to appoint an experienced deposit dealer. Applicants should be well educated and ideally aged between 23 and 30. Working in all major Euro currencies, you should possess a sound knowledge of C/D trading and arbitrage in addition to proficiency in fixed date cash.

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Respected European bank requires an experienced Forex leader to head up a small active team. Candidates must be equally comfortable with jobbing and strategic positions, in major or cross currency trading. An excellent package is on offer to the right individual, who will need to provide a successful career history.

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## UK Merchant Bank

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City

Quality blue chip merchant bank seeks proven M&A specialist to supplement the existing team. Profit share bonus scheme.

#### THE COMPANY

- Respected traditional UK merchant bank which has identified several profitable market niches and is growing strongly.

#### THE POSITION

- Senior member of the corporate finance team to concentrate on M&A work.
- Excellent marketing skills. The ability to exploit a well developed database and increasing client relationships.

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- At least three years significant M&A experience.

Please reply in writing, enclosing full cv,  
Reference 11250  
54 Jermyn Street, London, SW1Y 6LX



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## Project Finance Advisor

### Assistant Director

#### Leading Merchant Bank

City

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#### THE COMPANY

- Highly successful and profitable British based Merchant Bank.
- Prominent and well respected worldwide project advisory business.
- Stable and experienced top management team.

**THE POSITION**

- New position arising from growth in the business.
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#### QUALIFICATIONS

- Aged 30's with good degree and preferably a relevant professional qualification.
- Outstanding financial analytical skills and a flair for marketing.
- Substantial experience either of project or other structured, leveraged finance in a major institution or of relevant advisory work, for example, in the accounting profession.

Please reply in writing, enclosing full cv,  
Reference B12726  
NBS, Bennetts Court, 6 Bennetts Hill,  
Birmingham, B2 5ST  
(Interviews in London)



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**THE POSITION**

- To provide a research capability in the financial services practice, supporting the Directors in the identification of potential candidates.
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#### QUALIFICATIONS

- To carry out investigative research and detailed sector analysis, using computer based systems.
- Ideally a graduate, aged 23-30, with knowledge of the financial services sector. Computer literate.
- Excellent communication skills with integrity and confidence.
- The ability to think laterally, be constructive and work to deadlines.

Please write, enclosing full cv, Ref J0919  
54 Jermyn Street, London, SW1Y 6LX



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Our client is regarded as one of the top property lenders in Europe.

There is an opening for a qualified manager to head and direct the department responsible for evaluations as well as the assessment of the prospects for various industrial sectors.

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You will be in charge of a team of experts in Germany, specialized in property valuations and in the assessment of industries and you will be responsible for supervising inhouse and external experts abroad. Major credit and other business decisions will be made, based on your department's property valuations and assessments.

The successful candidate will be a strategically-minded, forceful individual with exceptional expertise in both national and international real estate markets who has definite management and leadership qualities. He should be able to negotiate confidently in both German and English.

Please send your full personal and career details to ifp, where Mr. S. Ulrich (Tel. West Germany 221/20506-40) or Mr. M. Baldus (Tel. West Germany 221/20506-36) will gladly provide you with further information over the telephone.



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We are now looking for a senior and suitably experienced Corporate Banking Manager who is ambitious and has entrepreneurial marketing flair. Of graduate calibre and ACIB qualified (or equivalent), the successful candidate will be self-motivated and dynamic in generating new business. Excellent communications and management skills are also required.

This is a unique and challenging career opportunity which will have a direct impact on the future, success and direction of the organisation.

To apply please forward your full CV including income details to Mrs. Anne Dunford, Assistant Director - Personnel, Hill Samuel Bank Limited, 100 Wood Street, London EC2P 2AJ. Fax: 071-726 4671.

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MERCHANT BANKERS

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## Senior Swaps Trader

The swaps and risk management team of this leading international banking group is now seeking to recruit an experienced trader. The appointee will enhance this already strong division with the addition of good derivatives knowledge, and a solid trading track record. Our client demands a minimum of four years' experience, actively running a book in either DMK, French Francs or ECU. Additional dealing experience will also be considered. Aged probably in their late 20s/early 30s, candidates will be degree educated and looking for a challenging trading opportunity where

they can successfully take on board increased responsibility as quickly as possible.

This position benefits from a highly competitive salary and excellent bonus potential, together with the normal banking benefits.

Those interested in applying for this position should contact either Arabella Goodford or

Kate Griffiths, on 071-831 2000, or write to

them enclosing a full curriculum vitae, which

will be treated in strictest confidence, at

Michael Page City, Page House,

39-41 Parker Street,  
London WC2B 5LH.



**Michael Page City**  
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## Corporate Finance Director

Our client is a highly respected merchant bank with extensive operations in the UK and the Continent of Europe. Headquartered in London, it has a widely acknowledged capability in the areas of Project Finance, Corporate Finance, Asset Trading, and certain complementary activities. It currently employs approximately 300 people. There is a strong commitment to develop further its corporate finance business and therefore it is now seeking to recruit a corporate financier at Director level.

The successful candidate's responsibilities will be to develop the broad range of corporate finance business, as well as to take a lead role in dealing with clients and concluding transactions. The intended area of activity will cover mergers and acquisitions, listings and flotations, general corporate advisory work, underwritings and acquisition finance.

The successful candidate is likely to be aged in the mid-30's to mid-40's and is probably working at present in the Corporate Finance Department of a leading merchant or investment bank in London. It is likely that he or she will have a first degree and a legal or accountancy qualification or an MBA. He or she will be able to demonstrate a track record in the broad range of corporate finance activities, with a particular focus on business generation and domestic UK deals.

This is a senior appointment and our client is willing to pay a highly competitive remuneration package which would include a strong performance related element.

Replies, enclosing a c.v., will be treated in the strictest confidence and should be addressed to Ref. No. FT1015, Russell Reynolds Associates Inc., 24 St James's Square, London SW1Y 4HZ.

## CRT CREDIT MANAGER NEGOTIABLE

CRT Europe Inc, the London Office of one of the world's leading options and futures trading firms require a manager to handle all credit aspects of its UK and European activities.

Duties will include establishing, maintaining and administering counterpart relationships for a broad range of products, and listing with traders and credit partners in London and Chicago.

The applicant must have experience as a credit analyst/manager preferably in metals and/or oils, be a self starter with good communications skills, and have an outgoing, flexible and confident personality.

Send detailed CV to Steve McCaus  
CRT Europe Inc  
1-6 Lombard Street  
LONDON EC2V 9AA  
OR telephone 071-228 7041 for further information.

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London SW1Y 4AU

# Mergers & Acquisitions

## Director

A pre-eminent international bank is expanding its mergers and acquisitions activity in London. Already a major player in project finance and asset management they seek to expand their existing corporate finance operation, with the recruitment of a number of individuals. In the first instance they seek an individual at Director level.

Working as part of a small team, the appointed individual will take responsibility for expansion of the business through the development of his/her own contacts and through the bank's existing client base. The department is already active in European cross-border deals and therefore individuals will need to be familiar with both this and the domestic market.

Candidates will need to have gained substantial deal experience and demonstrate the ability to



**Michael Page City**  
International Recruitment Consultants  
London Paris Amsterdam Brussels Sydney

originate business in addition to possessing a high level of technical and transactional skills. The ideal candidate will currently be working at Assistant Director/Director level in a UK Merchant bank and be fluent in French. This position will appeal to individuals seeking an opportunity to be instrumental in their own success as well as that of a banking organisation destined to be the leading player in a pan-European market.

The remuneration package will be highly competitive and will reflect the level and experience of the appointee. Interested applicants should contact Penny Bramah on 071-531 2000, or write in confidence enclosing a full curriculum vitae to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LF.

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For this appointment we are particularly keen to hear from candidates in strict confidence by telephone on 071-628 0969 or alternatively written applications under reference ES23482/FT will be forwarded to our client. If there are any companies to whom you do not wish your application to be sent, these should be listed in a covering letter and the envelope marked for the attention of the Security Manager: CJRA.

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LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

## Jonathan Wren

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### Unit Trust and Investment Management

## Sales and Marketing opportunities

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An exciting opportunity has also arisen for a Customer Services Executive to set up and run a function providing assistance and information on the full range of company products and services. Knowledge of investment products is essential, together with excellent communication skills.

Career prospects are excellent and we will offer attractive packages commensurate with age and experience.

Please forward CV in complete confidence to:

Pauline McDerment, Personnel Manager,  
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## Treasury Dealer

PRESTIGE MERCHANT BANK ★ CITY

One of the UK's leading merchant banks, which enjoys a substantial reputation in the foreign exchange, money and bullion markets, now wishes to appoint an additional bullion dealer.

The post, at middle-management level, will offer significant prospects of career development within all areas of treasury dealing.

Candidates (who will probably be earning around £25,000-£30,000 at present) should have gained between two and five years' relevant experience, preferably with a merchant bank of considerable standing within the London bullion or treasury market. A proven profit record

is of course essential.

The very attractive salary package will be backed by the usual banking benefits including housing allowances, non-contributory pension and BUPA. In addition, bonuses and profit-sharing will provide extensive scope for rewarding performance.

Please send your full cv to Media System, Attention: Mrs. House, Cloisters Business Centre, 8 Battersea Park Road, London SW8 4BG, quoting ref: 1880/FT on the envelope. Your application will be forwarded immediately to the client's Personnel Director, unless marked Security check and noting separately any companies to which it should not be sent.

**MEDIA SYSTEM**

## Nordic Originator

**C**itcorp has a vacancy within its established Nordic Origination team, which is based in London, to service and support our branch network in the Nordic countries in the areas of capital markets and financial engineering.

Applicants should have a good understanding of the Nordic capital markets business and will be expected to quickly move into a marketing position, facing off either directly with our clients or through our branch network.

We expect applicants to have a business degree and at least 3 years experience in either banking or corporate treasury, together with fluency in at least one Nordic language.

Please write with full career and salary details to Mike Lowe, Citibank N.A., Citibank House, 336 Strand, London WC2R 1HB.

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City

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The successful candidate, apart from being highly self motivated and numerate, will be able to analyse problems on his/her own, as part of a team, and be able to communicate results clearly. Computer literacy would be an advantage.

The Sciences, Mathematics, Engineering, Finance-related subjects or Economics (with a Mathematical or Statistical bias) are likely backgrounds for applicants.

Applicants should send all details they consider relevant with a hand-written cover letter, to Miss Diana Crosby, Recruitment Officer, Yamaichi International (Europe) Limited, Finsbury Court, 111-117 Finsbury Pavement, London EC2A 1EQ.

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Member of The Securities Association Member of The International Stock Exchange

## Skopbank International SA

### Assistant Manager - Credit Analysis

Luxembourg

c. £30,000

The Luxembourg operation of the Skopbank Group was established last year to expand its business in the European market place. Its primary activities are in syndicated loans, property-related and other asset finance.

An opportunity has now arisen for an experienced credit analyst to join the Luxembourg team. You will be a graduate or ACIB, probably in your late twenties/early thirties, with a minimum of 2 years hands-on experience of general and corporate credit analysis, ideally in a European context. Preference will be given to candidates who are bilingual, and with some knowledge of German and/or French.

This is a challenging position with considerable career prospects. In addition to an attractive salary, local benefits will apply including a mortgage subsidy.

For further information please contact David Scott-Ralphs on 071-623 1266.

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## Jonathan Wren

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## OFF B/S TRADER

Prime European Bank

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Contact Norman Philpot in confidence on 071 248 3812

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## Accountant Offshore Funds

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Candidates will essentially have obtained relevant post qualification experience in either professional practice, brokerage or a mutual funds environment. It will be helpful but not essential to have acquired familiarity with financial instruments, the financial statements of offshore funds, security fund accounting systems and PC skills.

A competitive compensation package, including normal banking benefits, will apply. Please send full details, including present salary, in confidence to:

The Manager, Pooled Funds Services Group,  
Chase Bank (Ireland) Plc,  
10/11 South Leinster Street, Dublin 2.

## CREDIT ANALYSTS

City up to £30,000

Business growth within the Corporate Banking area of a major international bank has created the need to recruit additional Credit Analysts.

These are high profile roles in which the successful incumbents will have extensive interface with both clients and senior management. In addition to visiting clients alongside Account Managers, you will become involved in a wide range of credit reviews, analysis and proposals relating to a diverse client base.

Applicants, in their mid to late 20s, should be educated to degree level, have strong PC skills and sound credit analysis experience gained with a UK Clearing bank or major International bank. Additionally they will be seeking to join a progressive environment with excellent prospects in the short to medium term.

For further information please contact Judy Elmes at:

WELL COURT ASSOCIATES  
11 Well Court, London EC4M 9DN  
Tel: 071 236 0723 Fax: 071 489 8305  
FINANCIAL RECRUITMENT CONSULTANTS



Bank of Wales Plc is a rapidly growing member of the Bank of Scotland Group. As a result of further planned growth, we are seeking to fill the following positions at our Head Office in Cardiff.

## SECURITIES OFFICERS (10K-15K)

The Securities Department is a centralised unit in the Bank of Wales' prestigious headquarters in the centre of Cardiff which is responsible for the Bank's entire portfolio of charged securities. As a result of promotion and re-organisation, we now have vacancies for experienced Securities Officers.

We are interested in hearing from applicants with a substantial knowledge of charged securities, with particular emphasis in the corporate sector. In addition you must be able to manage workflow and have the ability to supervise and train junior staff.

Successful candidates are likely to be ACIB qualified or be making good progress towards obtaining the qualification.

We will be pleased to consider applications from people interested in flexible working patterns such as job share which would be suitable for women returners and for those who want to make a part time rather than a full time commitment.

An attractive remuneration package is offered, including profit sharing and preferential mortgage plus a generous relocation package where appropriate.

**BANK OF WALES**  
BANC CYMRU

All applications in confidence to Personnel Manager, Bank of Wales PLC, Kingsway, Cardiff CF1 4YB or telephone 0222 787500.

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## YOUNG RETIRED EXECUTIVE

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Executive Search/Recruitment Consultants in Australia, N. America and S.E. Asia wishing to associate and share experience in international placement of artisans. Contact Vivian Vass or Roger Lawrence Victoria Knight International 108 Knightsbridge, London SW19 1LX Tel: +44 181 540 7400 Fax: +44 181 5424515

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## SENIOR FOREIGN EXCHANGE ANALYST

MCM supplies screen based financial information to some 1400 Currency and Fixed Income dealing Operations worldwide, principally through the Teletext network.

We are seeking a Senior Foreign Exchange Analyst to join our London based team.

He or she will ideally have:

- A degree in Economics or Finance
- Experience in a trading environment
- A high degree of forex market sensitivity is essential as the service is continuously updated on-line. A quick reaction time, on-the-spot analytical ability, and effective communication skills are thus vital
- A high degree of team spirit

The right candidate will have an opportunity to rapidly develop responsibility in a team of analysts who have an excellent reputation in the market place. In the first instance, please forward your CV to:

Malcolm Cook  
McCarthy, Crismani & Maffei Inc  
Hamilton House  
1 Temple Avenue  
Victoria Embankment  
London EC4Y 0HA  
Tel: 071-353 4212 Fax: 071-353 3325  
Telex: 926604 HAM HSG G

## FIXED INCOME SALES

Scandinavian Capital Markets

Unibank plc is the leading Danish bank in London employing over 230 staff in the City. Our continued growth has given rise to an additional vacancy in our Scandinavian fixed income sales team.

The ideal candidate will be a TSA registered representative with a minimum of two years fixed income sales experience. Knowledge of either Scandinavian languages or markets would be helpful but not essential. Preference will be given to candidates who can demonstrate a thorough understanding of the requirements of UK based institutional investors.

An attractive remuneration package is offered, commensurate with skills and experience, and includes full banking benefits.

Applicants should write to:  
Mrs Pam Yellop,  
Deputy Manager - Personnel Department,  
Unibank plc  
107 Cheapside, LONDON EC2V 6DA  
enclosing a full c.v. and giving details of their present package.

Alternatively please call Pam on 071-726 6000 for further details or an application form.



**Unibank plc**

## Corporate Finance Professional

Yamaichi Securities is one of the world's leading securities houses, with 40 offices spanning 24 major financial centres. In London, Yamaichi International (Europe) is its European flagship employing over 350 people from twelve countries, and has recently celebrated 25 years in the City.

A key position has arisen in its expanding European Corporate Finance team for a highly motivated Corporate Finance professional.

Reporting to the Head of the Central European Desk, the position's primary responsibility will be to market a full range of corporate finance services, predominantly to German corporates.

Ideally, candidates will have fluent German and the ability to use their extensive contacts in the German corporate sector. A proven track record in deal making, excellent communication and negotiation skills, together with commercial flair and dynamism gained in a leading financial institution are essential for success in this competitive and challenging environment.

Candidates should submit a detailed cv, in confidence, to Kath Lawrence, Head of Personnel, Yamaichi International (Europe) Limited, Finsbury Court, 111-117 Finsbury Pavement, London EC2A 1EQ. United Kingdom

Yamaichi International (Europe) Limited

Member of The Securities Association Member of The International Stock Exchange

## SPANISH EQUITY ANALYST

MADRID BASED

The research led equity department of a fast growing dynamic international investment house with a seat on the Madrid Stock Exchange seeks a bilingual (Spanish-English), personable and creative equity analyst with at least one years experience following the Spanish Stock Market. This newly created position, acting as direct support to an active multilingual sales team, requires extensive knowledge of the market, commercial flair and the ability to work under pressure. A generous package will be offered to the right individual. All replies will be treated with the strictest confidence.

Write to Box A1,  
Financial Times (Spain) Ltd,  
serrano 58, 28 001 Madrid, Spain.

## FUND MANAGER UK EQUITIES

Responsibility for UK Equity strategy and for the management of unit-linked pensions and unit trusts.

This is an opportunity to join the Investment management department of a prominent life assurance company in a newly-created role designed to increase the specialist resources available for managing UK Equity portfolios. As a key member of the investment team you will be expected to play an important part in determining investment strategy for UK Equities. In particular you will be responsible for running the unit-linked managed pensions fund and two unit trusts to be launched later this year.

You are likely to be a graduate in your late twenties/early thirties and will have gained a number of years' experience in successfully managing

UK institutional investments. The position offers a competitive salary and benefits package which includes a Company car, mortgage subsidy and performance-related bonus scheme. The atmosphere in the firm is friendly, professional and unbureaucratic and the position offers an excellent opportunity for future career advancement.

If you would like to be considered, please write to Michael Thompson at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP or telephone him on 071-222 7733 for a preliminary discussion.

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Our client is a substantial and well established City law firm which has demonstrated significant growth over the last few years. To maintain this growth the firm is now seeking top flight Banking lawyers with experience and flair to fill the following key appointments:

## Equity Partners

## Senior Solicitors

For more detailed information in the strictest confidence please contact Wrightson Wood Limited, 11 Grosvenor Place, London SW1X 7HH. Telephone: 071-245 9871. Quoting reference D/C 0690.

**Wrightson Wood Limited**

MANAGING  
DIRECTOR

Required for pre-cast concrete manufacturing company based in South Wales.

Excellent opportunity as the company is geared for expansion.

Please send C.V. to Box A843, Financial Times, One Southwark Bridge, London SE1 9HL

## BROKERS

We are a leading U.S. Securities House, and are now recruiting brokers to cover accounts in financial/commodities futures, and equities.

Candidates must have broking experience and an established client base. The positions offer an exceptional opportunity for highly motivated and creative sales people to work in an entrepreneurial sales environment, with the accompaniment of outstanding research and administrative support.

Please call Fiona Macleay at our Executive Search Firm in complete confidence.

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LIMITED  
15 St. Helen's Place, London EC3A 6DE.  
Telephone: 01-374 6422

## Data Analyst

## European Equities

Nomura Research Institute Europe is expanding the scope of its European Equity Research capability. As part of this process, we currently require an experienced data analyst to maintain and update our computerised database. Candidates must have an in-depth knowledge of data sources throughout Europe, a broad understanding of current developments in European stock markets, and the ability to handle enquiries from salesmen, analysts and clients. Applicants should have at least four years' experience in a similar role.

In return, we offer a competitive salary and a full range of banking benefits.

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Candidate must possess the following qualification and experience.

1. MBA specialising in banking and finance.
2. Minimum 10 years experience.
3. Ability to contribute in marketing planning process and development of financial programmes.
4. Proficiency in spoken Arabic and English.

The Company shall provide several benefits including:

- Competitive salary commensurate with experience.
- Housing and other allowance.
- Family medical care plan.

Qualified candidates may send C.V. including:

- A recent photograph;
- Copies of educational and experience certificates.
- Hand-written letter including title abstracts of the academic and scientific papers and research processed by the candidate, to the following address within (2) weeks from date:

**ADMINISTRATION MANAGER**  
P.O. BOX: 15043, JEDDAH 21444  
KINGDOM OF SAUDI ARABIA.

## Managing Director

## International Art Loss Register



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- Reporting to shareholder board, with full responsibility for the initiation and profitable growth of the business.
- Establish the business infrastructure and commercial policy, build initial teams in London and New York in conjunction with International Foundation for Art Research, and implement the computer systems.
- Lead the business development drive, creating the market profile, sell the concept to establish the revenue base worldwide.

## QUALIFICATIONS

- Positive personality with strong entrepreneurial drive and initiative. Skilled in public relations and high level presentation. Interested in fine art and proficient in languages.
- Proven senior manager with a successful record in commerce although other backgrounds may be considered. Conversant with computer systems.
- Resourceful with the ability to sell on a conceptual basis. The credibility and stature to champion this business internationally is essential.

Please reply in writing, confidentiality assured, enclosing full details to:

Ref. T42060L, 3rd Floor, Brook House, 113 Park Lane, London W1Y 4HJ.

London  
071-493 1238

**The Selection Division of  
Spencer Stuart & Associates Ltd**

Manchester  
061-941 3818

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Yamaichi Bank (UK) Plc, a wholly owned subsidiary of Yamaichi Securities Limited, Tokyo, is seeking to strengthen its Treasury Team with the following appointments.

## HEAD OF FOREIGN EXCHANGE DESK

This is a senior role reporting directly to the Chief Dealer. The incumbent will be responsible for the expansion & day to day management of the Foreign Exchange Desk. A proven track record and excellent leadership qualities are essential.

## BOND/ARBITRAGE DEALER

A candidate with at least one year's relevant experience of the bond market and derivative products is required to complement the team in the strategic trading of Money/Capital Markets. Applicants may be working in a research department, or within an arbitrage group. An MBA or a degree in the sciences is a requirement.

Please send a full C.V. for the attention of Mr D.F. Rogers, General Manager, Operations & Administration, Yamaichi Bank (UK) Plc, Guildhall House, 81-87 Gresham Street, London EC2V 7NQ.

## AAA-rated

## City

The London Branch of BAYERISCHE LANDES BANK is recruiting a

## Spot FX Dealer

The right candidate will be a self-starter with the ability to cover more than one currency and will have a minimum of two years profitable spot trading experience.

We are offering good long-term prospects and a competitive, negotiable remuneration package.

Please reply with CV giving full details of career to: The Personnel Manager, Bayerische Landesbank Girozentrale, Bavaria House, 13/14 Appold Street, London, EC2A 2AA.

 **Bayerische Landesbank**  
Girozentrale

 International Fund for Agricultural Development, IFAD (United Nations), Rome, Italy, seeks candidates to fill the post of Treasury Officer at the P3 level.

Under the supervision of the Treasurer, and in liaison with the Financial Advisor, the incumbent assists in the management and investment of IFAD's liquid resources, specifically:

- Analyse economic and market information for formulation of investment strategies, and prepare documentation for the Investments Advisory Committee;
- Prepare and update data needed for assessment of the financial status of banks;
- Contact eligible banks for deposits and securities operations in conformity with Investment Guidelines;
- Supervise settlement procedures and clear investments accounting entries;
- Analyse investment portfolio to facilitate portfolio management and performance;
- Study market developments, investment instruments and technology and assist in formulating investment policies;
- Other related duties.

Qualifications/Experience: University degree in business administration, banking, economics or related field. Five years experience in banking or portfolio management, preferably in a financial institution. Good knowledge of computers. Full command of English; knowledge of Arabic, French or Spanish would be an advantage.

Depending on experience/qualifications net base salary from US\$ 25,476 to US\$ 35,997. Cost of living allowance subject to change according to United Nations common system from US\$18,167 to US\$ 19,465.

Initial contract: two years  
Deadline for application: 03 August 1990  
Send two copies of application to:  
IFAD Personnel Division  
Via del Serafico, 107  
00142 ROME  
ITALY

Only shortlisted candidates will receive an acknowledgement.





## FINANCE DIRECTOR Cable Television Operations

Surrey

c.£65,000 + car + incentives

Our client, the international division of a major US cable television company, is rapidly expanding its operations in the UK, with significant planned investment over the next two years. It is anticipated that the UK operation will be the platform for the company's expansion into Europe.

A high calibre finance professional is now sought to take responsibility for the entire international finance and information systems function, liaising closely with the US parent company, to fulfil their rigorous reporting requirements. There will be a strong focus on the development of accounting policies and the introduction of computerised information and control systems, that are compatible with the expected growth of the Group.

The successful candidate will be a qualified accountant with a knowledge of US GAAP reporting requirements. He/she will be currently fulfilling a senior financial role, which includes staff management. Equally important are excellent computer systems knowledge, sound professional and organisational skills and a strong confident personality.

This is an exceptional opportunity to play a major role in the future success and strategic direction of the company; remuneration will not be a limiting factor for the successful candidate.

Please write, in confidence, enclosing full CV and current salary details to Bernadette Laffey, quoting reference U271.

**KPMG** Peat Marwick Selection & Search  
70 Fleet Street, London EC4Y 1EU

**TNT** Contract Distribution

## FINANCIAL CONTROLLER

Midlands

Up to £35,000 + Car

TNT is a leading force in the provision of distribution services, with a worldwide reputation for excellence in their field. As part of an aggressive Group strategy for ongoing growth, TNT Contract Distribution has proved to be a very successful division of the business - offering a range of tailored services, to an enviable list of customers, directed to meeting all the logistical requirements of businesses in today's fast-moving and changing commercial environment. Clearly the future also looks exciting, with the Group's extensive international network of facilities and prominence in this sector giving it the competitive edge in seizing the opportunities presented by 1992 and the Single European Market.

As such, contained within this appointment is the opportunity for an extremely stimulating, rewarding and progressive career. The Financial Controller will be required to manage a qualified, highly committed team and to take full responsibility for the division's reporting and financial/management accounting function. The role will be wide-reaching, extending beyond routine technical accounting to a close, pro-active involvement in the commercial aspects of the business, which will include interfacing with customers.

We would like to hear from ambitious financial managers experienced in frontline financial control and reporting in a large, commercially orientated and fast-moving company. The chosen candidate will be possessed of a strong, assertive and confident personality, performing well and achieving results in a demanding and pressurised environment. It will be necessary to be a highly effective man-manager, with well developed communication and interpersonal skills, and be possessed of the charisma necessary to build good working relationships and promote team spirit at all levels.

To find out more about this exciting opportunity, please telephone Alison Belfort on 021 233 1666, or alternatively write to her with a full curriculum vitae quoting reference B/295/90.

**KPMG** Peat Marwick Selection  
Peat House, 2 Cornwall Street, Birmingham B3 2DL

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This multi-billion £ Client has an impressive track record of growth both organically and by acquisition. The latest set of results represent an effective return to growth and in order over the last 4 years, the Group has grown by a factor of 6, in the same period of time.

A Deputy Group Financial Controller is now sought to join the team. The previous individual who held this role was promoted to a more senior role within the Operating Committee within the Group.

The responsibilities will include the management of a professional financial team, including:

- periodic and Annual financial Reporting (including business review)
- annual Budgeting collation and preparation
- accounting support and review of Operational Companies

If you feel that this is the outstanding career opportunity you have been seeking, you should telephone Karen Wilson on 071-491 3431 or write to her at FMS, 14 Cork Street, London W1X 1PF enclosing a recent CV and a note of current salary.

Hampstead  
age 25-28  
£27-33,000 pa  
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Financial Management Selection  
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### GROUP TAXATION MANAGER

**Essex**  
(Relocation assistance where appropriate)

Our client is an international leader in the chemical and agro-chemical industries with operations world-wide. As part of the process of strengthening the management team at group level, following recent successful acquisitions, they are looking for a Group Taxation Manager. Reporting to the UK Finance Director, the successful candidate will be responsible for:

- The full and effective management of the Group's tax affairs, minimising liabilities particularly in the UK;
- Ensuring compliance with all UK and overseas taxation statutes;
- Providing internal consultancy to senior management on a range of taxation issues, both corporate and personal;
- Contributing to the international tax planning process, liaising with overseas professionals where appropriate.

MANAGEMENT CONSULTANTS  
**BAKER TILLY**

to £45K + car + benefits

Interested applicants, looking to join this dynamic and forward-thinking Group, should be:

- Chartered accountants, ideally holding the ATII qualification;
- Tax professionals with at least 5 years post-qualification corporate tax experience and a minimum of 2 years experience at management level;
- Familiar with a multi-national Group environment.

If you possess strong interpersonal skills, possibly French speaking, and have a commitment to proactive tax management, please send a full curriculum vitae, including details of current remuneration, in confidence to:

Stephen Jandrell, Director, Baker Tilly  
Management Consultants, 22-24 The  
Courtyards, Croxley Centre, Hatters Lane,  
Watford, Herts WD1 8RR.

## Recently Qualified ACA

c.£30,000 + car etc

Our client is a well-respected, very substantial quoted Plc whose main business activities are in Property, Construction, and Development. Group assets are c.£200m, and its reputation for high quality, design-conscious projects is second to none.

The pressure of continued growth and the search for further financial refinement have created the need for a recently qualified ACA to join the small Head Office team.

Based on the Thames near Twickenham, your major tasks will be to bring about improved levels of financial control and management, and to become fully involved with particular new business enterprises to ensure the optimum allocation

of, and return on, capital resources. It is anticipated that it should not be too long before the successful candidate forces his/her way into more general management, and therefore we are looking not only for competence in the application of financial techniques, but also signs of commercial and entrepreneurial flair.

Please reply in strictest confidence to:  
Peter Wilson, FCA, Director, Management Appointments Limited, (Executive Search and Selection Consultants), Finland House, 56 Haymarket, London SW1Y 4RN. Telephone: 071-930 6314. Fax: 071-930 9539.

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## European Tax Manager

M4 Corridor

c.£65,000 + Car + Benefits

Our client is one of the world's leading providers of electronic and communication products with revenues in excess of \$10 billion, a significant portion of which is generated in Europe. Through demonstrated quality, technological leadership and an innovative approach to product development, the group has continually captured the imaginations of its markets. The European HQ provides corporate support to all European Manufacturing and Sales Operations.

Assuming overall responsibility for the European Tax function, you will work closely with other members of the Corporation's financial departments to coordinate the tax planning and management of the European legal entities. Key requirements for this high profile role include a thorough knowledge

of European tax systems and a good understanding of United States tax law and treaties. On-going international taxation matters encompass a full range of dynamic issues.

Candidates capable of assuming such a role will require five to ten years' of well established European tax experience. The individual should possess strong leadership capabilities, excellent interpersonal skills, self-motivation, be a good negotiator and have the presence to interface proactively with key members of the worldwide finance organisation.

Interested applicants should write to Chris Nelson, Manager, Michael Page Taxation, 39-41 Parker Street, London WC2B 5LH, or telephone on 071-831 2000 (evenings and weekends 081-785 6545).

**MP**

**Michael Page Taxation**  
International Recruitment Consultants  
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Manchester • Leeds • Newcastle-upon-Tyne • Glasgow • Worldwide

## Financial Controller

North West,

c.£28,000

A challenging position exists within a well known £150m turnover company, which is a subsidiary of one of the UK's largest and most successful plc's. Reporting to the Financial Director, the new incumbent will join a strong management team during a period of technological improvements and marketing initiatives. The Financial Controller will have responsibility for running a sizeable part of the finance function and will be actively involved in project appraisal. Probably aged in their late twenties, candidates must be qualified accountants, ideally with a service industry background. They should be systems orientated and computer literate. Applicants need to be able to work under pressure, with the ability to comply with frequent reporting deadlines. In addition to satisfying the financial information requirements of both the parent company and various external bodies, the Financial Controller will be expected to recommend and implement improvements to the accounting systems and to the analysis of management accounting information.

This role offers the opportunity to enjoy a stimulating and rewarding work environment. Prospects for career development are excellent. The package includes a car, together with fringe and normal large company benefits.

M.K. Garner, Ref. L26011/FT. Male or female candidates should telephone in confidence for a Personal History Form, 0532-448661, Fax: 0532-444401, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ.

# Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON,  
MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

## Finance Director

Circa £40,000 plus car and benefits

London

Our client is a highly successful group specialising in the technological field of pre-press graphics. An independent, non-quoted plc, it is small but highly profitable.

Operating within an expanding and buoyant marketplace, the group is committed to long term development policies designed to maximise its own, identifiable strengths. The plans for sustained growth are being spearheaded by its highly creative and determined management team.

The Finance Director will enjoy all the benefits relating to a business now firmly placed to take quantum leaps in its share of the market. The role will include improving financial controls.

implementing management information systems and advising on all financial issues. Specifically, this role will have responsibility for directing the expansion of the group, whether organically or by acquisition.

The successful candidate will be a qualified accountant with entrepreneurial flair and exceptional communication skills. Direct experience of a strategic financial role is essential and candidates should be strong managers. The age range is 30 to 45.

Replies to this advertisement will be forwarded, unopened, to our client. Please direct replies to Kelly Iriondo at the address below, quoting reference SHA 7241.

**STORY HAYWARD CONSULTING**  
A member of Horwath International  
8 Baker Street London W1M 1DA Fax: 071 487 3686

## Financial Controller -Brewing-

### Dorset

Based in an attractive rural location, our client is a long established privately owned brewing, soft drinks and retail operation with turnover in excess of £70m.

Reporting to the Finance Director/Company Secretary, the Controller is expected to participate in the financial planning of the company, as well as to manage a sizeable accounting department. Key result areas are the strategic review of operational performance and the preparation and presentation of annual operating budgets and period management reports for the board and executive management committees.

To £32,500 + car

Candidates will be qualified accountants, aged 30-45, already holding a senior line finance position and who are familiar with process costing - ideally within the brewing sector. Experience of developing management information is highly desirable. Essential features are excellent staff management skills and the ability to operate effectively in an informal multi-disciplinary environment.

A full relocation package is available if appropriate. Please send career and personal details quoting reference CA256 to Carrie Andrews at Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

**Ernst & Young**

SEARCH AND SELECTION

### BERKSHIRE

to £34,000  
+ PERFORMANCE BONUS + CAR

## Financial Director

Substantial investment in support of a major development programme is central to the future of this successful and well established public transport company. Operating in a rapidly changing and competitive market, the organisation with a turnover approaching £10m has secured a dominant position within this sector.

An experienced Financial Manager is required to support the newly appointed Managing Director in driving forward and encouraging major change throughout the organisation. As a key member of a small and highly motivated management team, you will in addition to having total responsibility for the company's finance functions, be expected to participate in the entire spectrum of business activities. Early challenges will include the advancement and implementation of information management systems; the development of the business planning process and the instigation of cost and efficiency reviews.

Applicants must be result and profit-orientated individuals with the commercial acumen and interpersonal skills appropriate to the management of change. The profile of the role indicates a young, energetic and incisive degree qualified accountant with several years' post qualifying experience. Sound technical and financial skills are essential, ideally gained in a commercially strong service or industrial environment.

Please send full personal and career details, including current remuneration level and daytime telephone number in confidence to Adrian Edgell, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 9 Greyfriars Road, Reading RG1 1UG, quoting reference AE824 on both envelope and letter.

Coopers & Lybrand  
Deloitte  
Executive Resourcing

## GROUP ACCOUNTANT

### London

£45,000 + Benefits

Our client is a major international group manufacturing both products used within the construction industry and consumer goods.

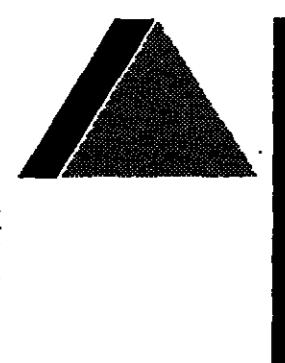
As a result of internal promotion it now seeks to appoint a Group Accountant who will be responsible to the Group Financial Controller for statutory and management reporting, accounting systems development, the financial assessment of proposed acquisitions and divestments and the provision of information and advice to operating companies and divisions.

Candidates will be qualified accountants aged 32-40 with strong technical skills, computer literacy, the presence to relate well to colleagues at all levels and the commercial ability and intellectual energy to contribute to the solution of business problems.

Prospects within the medium term include a move to the Financial Directorship of a substantial operating company.

Please reply in confidence with a comprehensive curriculum vitae including details of current remuneration and a daytime telephone number to D.E. Shribman.

**HUDSON SHRIBMAN**  
VERNON HSE, SICILIAN AVE, LONDON WC1A 2DH, TEL: 071-831 2323  
FINANCIAL RECRUITMENT



**Cable and Wireless**  
The World Telephone Company

### Manager - Internal Audit

Central London, WC1

£33,000 + Car + Large company benefits

Cable and Wireless is one of the World's leading telecommunications groups operating in 45 countries, and is committed to establishing a global digital telecommunications network, connecting the world's primary economic and financial centres. A long established pattern of profit growth was continued in 1989/90 with a 25% increase to £527m.

Internal promotion has now created an opportunity for an Audit Manager. Based at the Corporate Headquarters, you will spend up to 40% of your time abroad managing audit assignments at every stage, whilst supervising and offering hands on assistance to your team in locations which include USA, Caribbean, Middle East and Europe.

The high profile nature of the function means you will liaise at the highest levels within the organisation. As a result, it is essential that you have first rate communication and technical skills. Equally with responsibilities including recruitment and

professional staff development, you must be able to demonstrate excellent managerial and motivational abilities.

The position offers a range of large company benefits including a car, with superb scope for promotion after 18-24 months. Group policy recognises the need to attract, retain and develop highly skilled and motivated employees throughout the world, and Group Internal Audit is regarded as a training ground for future senior managers.

The successful candidate will probably be a qualified ACA/CAC/CIMA, with at least 18 months post qualification experience within an internal audit function, ideally encompassing EDP audit skills.

For further information, please contact ANDREW TATTERSALL, our advising consultant, on 071 404-3155 at Alderwick Peachell & Partners, 125 High Holborn, London WC1V 6QA. Fax 071 404-0140

**Alderwick**  
Peachell  
PARTNERS LTD

## Career Opportunities For Top Class Accountants

GPA is the world's foremost lessor of commercial aircraft. Since its formation in 1975 the company has demonstrated an outstanding record of innovation and is now firmly established as the market leader in its field. The company's head office is in Shannon, Ireland and it also has offices in Dublin, Connecticut, Los Angeles, New York, London and Tokyo.

GPA's activities are currently organised into three principal business units:

### GPA Leasing

Manages the GPA aircraft portfolio including the design, sale and administration of leases to airlines. GPA Leasing is also responsible for the purchase and sale of used aircraft and for the management of the Group's leasing joint venture companies. Currently the Group has over 250 aircraft on lease in 42 countries.

The company now wishes to recruit a number of young Chartered Accountants. Ideally candidates will have two years' post qualification experience although newly qualified accountants with good examination performance will also be considered. Excellent interpersonal skills and the ability to work in a multi-disciplinary environment are key requirements together with mental and physical resilience.

The positions, which are Shannon based, will offer excellent career development prospects together with opportunities for international travel. GPA rewards its people well, particularly by profit related bonus schemes and the ability to share in GPA's capital growth.

Candidates should send full personal, career and salary details in confidence to:

Mr. Brian Ward,  
Peat Marwick Management Consultants,  
1 Stokes Place,  
St. Stephen's Green,  
Dublin 2.

### GUINNESS PEAT AVIATION

GPA Group plc Shannon Ireland

## Finance Director

North Of England,

c £50,000

# Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

An exciting opportunity has arisen to join the Executive Board of a group of companies with a turnover of several hundred millions. The Group is a subsidiary of a prestigious plc.

The responsibilities are broad, and candidates will need to have acquired significant experience of working at a senior level in the finance function at the centre of a large company with multi-site operations, preferably in a distribution or service industry.

The Finance Director will be expected to make a significant contribution towards financial control and reporting within the Group and also towards the development and implementation of the Group's business strategy.

Responsibilities also cover the legal and company secretarial functions.

Applicants, probably aged in their forties, will need to be qualified accountants with the management skills and personality essential to succeed at the top of a wide group of businesses. An attractive package is offered which includes an executive car, large company benefits, and relocation assistance if appropriate.

M.K. Garner, Ref: L26010/FT. Male or female candidates should telephone in confidence for a Personal History Form, 0532-448661, Fax: 0532-444401, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ.

## Divisional Management Accountant

for a major subsidiary of

### Hanson PLC

A major subsidiary company of Hanson PLC based in the South West requires an ambitious accountant to join its management team.

Reporting to the Finance Director you will be responsible for the provision of meaningful financial information. In addition, you will be expected to be extensively involved in broader business issues to contribute to the Company's continuing profit growth.

The successful applicant will be a qualified accountant aged 30-35 with a good academic background and a proven track record within a commercial environment. Experience within the consumer goods industry would be an advantage.

In addition to a substantial basic salary, the remuneration package will also include bonus and share options.

Applications should be made to:  
Box A868, Financial Times  
One Southwark Bridge, London SE1 9HL

## FINANCIAL ANALYST

CENTRAL LONDON

c.£25,000  
+ CAR

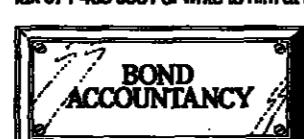
A successful future within the International Drinks industry lies not only in the continued development of strong brands but also in the promotion of these various products through sophisticated marketing campaigns.

With a reputation for excellence in both, our client wishes to appoint a young accountant to an important marketing support role, where his or her contribution will complement a corporate policy of developing increasingly sophisticated analytical methods and techniques.

The position will encompass the production of plans and forecasts, analyses of profitability, cash flow projections and budgetary control, and will also involve close liaison with sales and marketing departments. This work and various ad-hoc project assignments are very much team oriented and are expected to have an important influence on the strategic direction of the business.

The opportunity will be of interest to a newly qualified accountant or possibly an exceptional finalist, possessing an assertive, creative personality and a strong commercial awareness, and who is keen to pursue a career with one of the UK's most prominent FMCG based companies.

Please contact NEIL J HINWOOD on 071-829 8862, fax 071-408 0861 or write to him at the address below.



RECRUITMENT CONSULTANTS  
BOND HOUSE, 19-20 WOODSTOCK ST, LONDON W1R 1HF Tel: 071-829 8863

## Directing Change in a Multi Million Pound Environment

### FINANCE DIRECTOR DESIGNATE

£45,000 + Substantial Benefits C. London

As part of one of the world's largest and most influential communications organisations, our client has its own impressive success story to tell.

With a market spanning the whole of Europe they supply a vast range of critical business information services, from on line data bases to international credit reports.

To complete their strategic management team they are looking to recruit an astute financial executive who will report to the Group Managing Director.

A qualified accountant, your experience to date will have given you a thorough appreciation of not only financial management and high volume sales but also the broader implications of decisions in a highly profit orientated business environment.

In addition to the inter-personal and communication skills required to motivate and manage the finance team, you must be able to demonstrate the business acumen and personal credibility to play a positive and influential role

within the senior management team.

Whilst your key initiatives in this role will relate to the management and strategy of a £10 million subsidiary, there will be the chance in the medium term to develop your career group wide. For a successful, profit-motivated and energetic individual the financial rewards are excellent; you will also receive a fully expensed car, bonus scheme and relocation assistance where appropriate.

To apply please telephone Jane Easton on 071-357 7141 or write to her, enclosing a full CV and quoting Reference C901,

of Juniper Woolf Consulting Partners,  
180 Bermondsey Street,  
London SE1 3TQ.

SEARCH & SELECTION · RECRUITMENT ADVERTISING

# FINANCIAL PLANNING MANAGER

City to £43,000 base, bonus, bank benefits + car

Our client, a major international banking group with worldwide operations, recently created a high level financial planning team. Due to a recent promotion, the need has arisen to recruit another team member.

We are seeking candidates capable of handling a broad ranging role, dealing at the highest levels within the Group on projects vital to the Group's development. A key responsibility will be the communication of financial issues to management throughout the Group. The role will require expertise in:

- evaluation of financial performance
- budgeting and long-term forecasting
- strategic and M&A work
- technical financial, accounting and tax issues
- major project evaluation.

The appointee for this high level position will be exceptional in calibre. He/she will have four to five years' post-qualification experience, and is likely to be in the 30-35 year age bracket.

Candidates will be committed to their careers, achieving objectives and influencing the growth and future development of the Group. Presence and credibility will be enhanced by a knowledge of the financial services environment, acquired either within the profession or a financial services organisation.

High performance will lead to career development within a relatively short period in an operating unit either in the UK or overseas. Qualified candidates should send their CV, in confidence, to James Forte at the address below, providing details of present remuneration, home and day telephone numbers, quoting ref 8729/2.



Peat Marwick Selection & Search

70 Fleet Street, London EC4Y 1EU

# Group Financial Controller - Worldwide

## SWITZERLAND

c 200,000  
Swiss Francs  
Plus Bonus  
Plus Benefits  
Plus Relocation

This public, listed company, quoted on the London Stock Exchange, has a turnover in excess of £500m and is a world leader in developing custom-made solutions that combine advanced technologies in optics, precision engineering, electronics and software. With manufacturing and technology centres in eight countries and distribution networks worldwide, they currently seek a Group Controller to be located at the Worldwide Headquarters in Switzerland.

Responsible to the Group Finance Director for all financial reporting, control, analysis and forecasting you will also be involved in:

treasury matters corporate finance

tax planning corporate consolidation

As a member of the Senior Financial Team you will liaise with all business centres within the group worldwide. You will have a degree or equivalent and be a fully qualified Chartered Accountant. Knowledge of US and UK reporting requirements is necessary. You must have a "hands-on" practical approach with high professional standards, initiative and drive.

Internationally orientated, you will have experience of a senior role within a multinational environment controlling more than one business together with those functions listed above. Capable of handling a growing management remit, you will be fluent in English and ideally at least one other language (preferably German). This is a high profile appointment. Besides an excellent salary and substantial bonus, other benefits are available. Future prospects are outstanding.

Interested candidates should write in confidence to: Nicholson International (recruitment consultants), 142 Buckingham Palace Road, London SW1W 9TR quoting reference 9124, or fax details on 071-823 6835 or call directly on 071-730 8910 for an initial discussion.



# FINANCIAL CONTROLLER

## Central London

30 - 35

£35,000 + Car + Bonus

Our client a young and dynamic company have operations both in the UK and USA. They specialise in providing a consultancy and licensing service to international blue chip companies within the retail fashion and textile industries. Due to internal reorganisation they now have an immediate requirement for a Financial Controller.

Reporting to the Chairman, your principle responsibilities will comprise the co-ordination and management of the finance function. This will include all aspects of timely financial planning, cash management and systems development.

The Financial Controller will be expected to provide the board with

ROBERT WALTERS ASSOCIATES  
RECRUITMENT CONSULTANTS  
Queens House 1 Leicester Place London WC2H 7BP  
Telephone: 071-437 0464

Our client is a highly successful UK based, international industrial group with a deserved reputation for the successful acquisition and revitalisation of a diverse range of engineering and manufacturing companies, primarily in the UK and the USA. Aged 30-45, a gifted accountant, you will be responsible for the financial performance of a division comprising of a wide range of companies. Reporting to the Group Controller, you will be the functional manager of a number of operating company Finance Directors while working closely with the Divisional Director and other Board members of the operating companies. This is not a 'desk-bound' head office role but involves hands-on management in the companies within the division.

It is essential that you have a broad base of manufacturing and costings experience with a pragmatic understanding of systems. Proactive in approach with the commercial flair to operate effectively at senior executive level, you will be expected to make a major contribution in a multi-site division, which supplies a range of products to worldwide markets. Career prospects are first class, and the remuneration package consists of an excellent salary, bonus and full range of benefits.

J.A. Thomas, Ref: L13163/FT. Male or female candidates should telephone in confidence for a Personal History Form, 0532-448661, Fax: 0532-444401, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ.

# Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

## Finance, Administration & Planning Director

### UK/Japanese Joint Venture Property/High Technology Services

c £45,000 + Bonus + Benefits

A new concept, strongly backed by very major British and Japanese corporations, offering computer and communications services and facilities to a wide range of potential customers. Real growth potential.

#### THE COMPANY

Strongly financed. Owns a very major building in Dockland and City office. Mixed British and Japanese management team.

Offers sophisticated facilities to companies with communications and computer requirements. This is a new service concept with very wide potential market.

Very varied and stimulating mix of responsibilities. Financial management is essential but the real task is to develop the

Please write, enclosing full cv, Ref J2623, 54 Jeremy Street, London, SW1Y 6LX

#### City/Docklands

Responsible for all functions other than technical, sales and marketing.

Experience in finance and administration combined with excellent people management skills. Desire for broad, varied general management role.

Ideally qualified accountant aged 35-45.

Excellent communication skills. Flexible, creative manager. International, ideally Japanese experience, motivated to build an exciting new business.

#### THE POSITION

Very varied and stimulating mix of responsibilities. Financial management is essential but the real task is to develop the

LONDON • 071-493 6592  
BIRMINGHAM • 021-233 4666 • MANCHESTER • 0625 539953 • GLASGOW • 041-204 4234  
SLOUGH • 0753 694844 • HONG KONG • (852) 5 217133

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# Head of Financial Consultancy

## Northern England

Our client is a major international management consultancy practice with an enviable reputation for excellence. Sustained growth throughout the North of England has created a rare opportunity to join this prestigious firm at senior management level.

The requirement is for an outstanding consultancy manager to further develop the existing financial consultancy practice which already has a significant market presence. The firm's broader consultancy activities include Marketing, I.T., Human Resources,

Manufacturing and Distribution consultancy services. The major responsibilities of the position will include the initiation and development of business, assignment management and the leadership, motivation and development of a team of 20 high calibre consultants. Existing clients range from small and medium sized companies to major international groups across a variety of business areas, including the public sector. Assignments are likely to focus on business planning, cost management systems,

to £60,000 + Car

financial control and financial reporting systems. Candidates, aged 30 to 45, must be qualified accountants of graduate intellect, who can demonstrate a strong track record of achievement gained in either industrial or public sector financial management, coupled with a minimum of three years' management consultancy experience. Strong communication skills, self-motivation, energy and achievement orientation are prerequisites of the appointment.

The salary is negotiable to £60,000 and there is a

comprehensive benefits package, including relocation assistance where appropriate. There is considerable scope for advancement, both nationally and internationally.

Interested applicants should forward a comprehensive curriculum vitae, quoting Ref: 2626, to Alan Dickinson ACMA, Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5LH. Telephone 071-831 2000 (office) or 023065 448 (weekend).



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Group Finance Director

North London

c.£60,000 plus benefits

We are acting for a medium-sized and profitable USM group engaged in a variety of manufacturing, service and creative activities. A series of acquisitions has transformed the group in recent years and it now consists of three significant divisions, representing its diverse interests.

The management structure is entirely decentralised, and subsidiaries employ their own accounting departments which already have sophisticated reporting systems.

Supported by a Group Financial Controller, the Finance Director will be one of only four Main-Board Directors and will take full responsibility for financial strategy and control, planning, taxation and treasury management. The role will carry membership of divisional boards.

Candidates must be qualified accountants with a professional but creative and commercial approach and

with a depth of public company experience at a senior level. Relationships with the City and with shareholders will form a key part of the function. Age ideally 37-45.

Salary is negotiable and benefits will include an outstanding car scheme and a bonus, which may take the form of share options.

Please write in confidence, enclosing career details and quoting reference 770/2, to Nigel Halsey, Managing Director, at the address below. Telephone 071 495 4446.

**The Halsey Consulting Partnership**  
34 Brook Street, Mayfair, London W1Y 1YA

## ACCOUNTS 2000

### GROUP MANAGEMENT ACCOUNTANT £32,000 + Bank Benefits

ACA or ACCA

My client, a leading merchant bank, requires a proactive accountant to oversee two subsidiary companies and the co-ordination and supervision of a team of ten staff.

This role encompasses close liaison with other divisions and subsidiaries within the corporate structure. Proven management and computer experience from a large company is desirable.

Career prospects and future remuneration increments are excellent.

Contact Tom Manger on 071-636 7584  
Accounts 2000 Ltd, 11 Harley Street, London WIN 1DA  
Tel: 071-636 7584 Fax: 071-580 3734

## FINANCIAL DIRECTOR DESIGNATE

### Cheshire To 35,000 + Bonus + Car

Following a period of exciting growth, SAMAC, one of the UK's leading steel stockholders has created a Strip Mill Products Division, based in Altrincham, Cheshire.

Working closely with the Chairman and Managing Directors this new post offers the qualified accountant active participation in the key business decisions.

Early tasks will include the advancement of financial and management information systems with particular accent on costing.

Aged 35-45 you should demonstrate an active and creative mind along with excellent communication skills. Further growth is planned and you will have active involvement in the assessment of potential acquisitions and investment opportunities.

Please send full personal and career details including current remuneration level and daytime telephone number, in confidence to Stephen Wells, Burgess Daring Recruitment, at the address below.

BURGESS DARING  
Recruitment

Upper 5th Floor, Royal Exchange, St Ann's Square,  
Manchester M2 7EH.

RADLEY COLLEGE

## BURSAR

Applications are invited for the post of Bursar and Secretary to the Governing Council on the retirement of Mr M. M. Jones MA ARICS in 1991. It is intended that the new appointment should run from 1st April 1991 and overlap with the present Bursar for one term.

Duties include the management of the day to day finances of the College, budgeting and reporting to the Council, and the supervision of buildings, all equipment, grounds, playing fields and the College estate.

The successful candidate will almost certainly be a graduate or hold an equivalent qualification and will not be more than 55 years of age.

Particulars may be obtained from:  
The Chairman of the Council,  
c/o The Bursar, Radley College,  
Abingdon, Oxon, OX14 2ER

to whom applications should be addressed.

Closing date for applications is:  
10th September 1990

## Appointments Advertising

appears every Wednesday  
Thursday  
and Friday International  
Edition only.  
For further information  
please call:

Jennifer Hudson  
071-873 3607

Richard Hoggins  
071-873 3460

Stuart Maddock  
071-873 3392

## APPOINTMENTS WANTED

### ACA (BIG EIGHT TRAINED)

31 years old 1st class honours graduate, 6 years POE at senior management level with major PLC. Experienced in international accounting issues corporate finance, and special projects. Seeks challenging role at directorship or controllership level or any senior finance position requiring a significant contribution. Based London and Home counties.

Write to Box A870,  
Financial Times,  
One Southwark Bridge,  
London SE1 9H

## FINANCIAL CONTROLLER

c.£33,000 p.a.

Winchester

Existing changes are taking place in the world of broadcasting. Recent legislation provides for a new private sector transmission company formed from the independent Broadcasting Authority's transmission operations for ITV, Channel 4, BSB and independent local radio. It has allowed further scope too, for expansion into other broadcast and telecommunications activities.

We have an outstanding opportunity for a business orientated and commercially minded financial professional, to carry out a key role in directing and controlling the Finance Department of this new company, which will employ 800 people. Reporting directly to the Director of Finance, you will carry full responsibility for the finance, management accounting and treasury functions.

You should be a qualified accountant with senior level experience within the private sector. Your strength will particularly lie in the development of financial strategy, including investment of working capital, budgetary control and financial reporting techniques using powerful 4GL accounting software. We are looking for an individual with proven leadership qualities, excellent organisational abilities and good communication skills.

Please write with a current CV to: Jackie Howard, Human Resources Manager, c/o The Independent Broadcasting Authority, Crawley Court, Winchester, Hants, SO21 2QA. The closing date is 16th July 1990.

AN EQUAL OPPORTUNITIES EMPLOYER

International Group Offers Real European Opportunities

## SENIOR FINANCIAL PLANNING ANALYSTS

Unser Kunde, eine international bekannte Gruppe, die sich mit Verbraucherleistungen und -produkten befasst, sucht für ihr deutsches Unternehmen 2 Finanzanalysten, die in einem gehobenen Posten tätig werden.

Für Bewerber, die sich in einem dynamischen und zunehmend internationalen Unternehmen, kein erfahrener Finanzanalyst, der sich hier eine solide Basis legen möchte, die Positionen werden auf Basis eines jungen und Art weiterentwickelten Arbeitgeberangebotes. Bewerber zählen zu den jüngsten, die in Europa werden, in 1990, die ersten 2000 Finanzanalysten wahrscheinlich werden. Ein sehr attraktives und ansprechendes, individuell auf den Bewerber abgestimmtes Gehalt wird geboten. Es ist sehr nachvollziehbar, dass sich in Deutschland oder England kein anderer Arbeitgeber entsprechende Chancen und entsprechende Systeme anbietet.

Zunächst erstreckt sich die Tätigkeit über einen breiten Verantwortungsbereich, der die Finanzplanung und -analyse, die Aufstellung von Budgets und Prognosen und die allgemeine Geschäftsführung umfasst.

Bewerber sollten die englische und deutsche Sprache fließend beherrschen und in Deutschland wohnhaft oder aber bereit sein, sofort von Großbritannien oder einem anderen europäischen Land nach Deutschland zu ziehen.

Interessenten werden gebeten, sich telefonisch über die Nr. 071-491 3431 schriftlich unter Beifügung ihrer aktuellen Bewerbungsunterlagen auf Englisch und unter Angabe ihres gegenwärtigen Gehalts an Karen Wilson BA, ACMA bei FMS, 14 Cork Street, London W1X 1PP zu wenden.

Frankfurt

German/English

Jahresgehalt:  
DM75,000-85,000



FINANCIAL MANAGEMENT SERVICES  
RADLEY COLLEGE, ST ALBANS, HERTS, SG9 9AB

## Finance Director

Subsidiary of Expanding Plc

Package to £40,000 + BMW

Our client is a highly successful and expanding quoted company operating in the service industry. They have an exceptional profit record and have acquisition/joint venture plans both in the UK and internationally. They are now seeking a high calibre Finance Director for their major subsidiary.

Reporting to the Managing Director and liaising with the Board of the Holding Company, you will lead a small team responsible for the accounting and financial control of the subsidiary company. Key tasks will include the timely production of financial and management information, budgeting, capital expenditure control, systems development and enhancement.

Candidates should be qualified accountants of graduate calibre, probably aged 30 to 35, with a strong commercial awareness preferably gained with a major profit orientated company. Good computer skills and an ability to take a 'hands on' approach are further requirements for this key position. In addition you must be highly motivated with strong leadership and management abilities and be able to demonstrate first class technical and interpersonal skills.

The position, based in West Yorkshire, carries an excellent benefits package which reflects the importance of this key appointment. This is a high profile role and there is significant career development potential.

If you are interested, please telephone Graham Marlow or Stuart Adamson FCA on 0532 451212 or send your CV, in confidence, quoting reference number 712, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY. Fax number 0532 420802.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

## Finance Director

from £40,000 pa + car

Peabody Trust is a major independent charity and London's largest housing association providing housing for some 25,000 people. Combined revenue and capital funds obtained in 1990, including grants, totalled £38 million and there is a large asset base. We are undertaking a £200 million programme of estate modernisation over the next 10 years funded by a mixture of public and private finance. Other privately financed initiatives are planned to provide a range of new housing and to increase the Trust's stock of 12,000 rented homes. We have created this new senior post to provide us with the in-house expertise to respond technically and conceptually to the increasingly sophisticated financial environment in which housing associations now operate.

Your key responsibilities include the need to ensure the required income is generated for the modernisation programme and that borrowing plans are developed and implemented successfully; maintain and strengthen the Trust's financial stability; develop further the provision of financial management information to Governors and managers and generally plan, and ensure compliance with, a financial strategy for the organisation.

Reporting to the Director and playing a major role in the management of the Trust, you will head up a Finance Department comprising 16 people and managed by senior accountants.

To be considered for this exciting and challenging role, you need good experience of taking the lead in financial strategy, including a major borrowing programme, and a proven track record of running a well-developed, responsive finance function. A knowledge of housing association finance is of course useful, but by no means essential.

Please write, in confidence, enclosing a detailed CV to: Miss B.M. Bradshaw, Personnel and Training Manager, Peabody Trust, 207 Waterloo Road, London SE1 8XW.

We are committed to a policy of equal opportunities.

Peabody Trust

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## W. MIDLANDS £23,000 + car

## Financial Director (Designate)

This UK subsidiary of a "Top 500" US corporation seeks a commercially-sensitive Accountant to take control of the finance function as well as the review and enhancement of management information systems. Opportunity to play a key role in a market leading company. Ref: 51A935

Contact The Manager at 49 Newhall Street, Birmingham 021-200 2600 Or the PQE Specialist advising on this appointment on 071-489 9997

## CENTRAL LONDON £25,000

## Management Accountant

Multinational manufacturing company, under US ownership, requires a Qualified Accountant to undertake monthly management accounts, annual budgets, monthly forecasts and the analysis of the profitability of lines. The position carries the responsibility for 2 members of staff and will involve the use of spreadsheet packages. Ref: 16009

Contact the PQE Specialist advising on this appointment at 76 Cannon Street EC4 071-489 9997.

## WATFORD £30,000

## European Financial Executive

Reporting to the European Financial Director, this is a second-in-command position, with emphasis placed on the consolidation of financial systems/procedures to facilitate renewed European expansion. Excellent package on offer including company car and relocation expenses where appropriate. Prospects within this multinational company are excellent. Ref: 57A1LJF229

Contact The Manager at 55 High Street, Watford 0923 50350 Or the PQE Specialist advising on this appointment on 071-489 9997

CLIENTS!  
When you entrust your vacancies to us,  
we pay for the advertising.  
Phone our PQE Specialists on 071-489 9997  
(24 hour answering service)

## BERKSHIRE £25,000 + car

## Management Accountant

One of the leading UK leisure companies offers a superb opportunity to work on a special projects basis, leading a small team to develop systems for a large number of interconnected departments and functions. Excellent package includes car, substantial holidays, BUPA and several other innovative benefits. Ref: 25266B1

Contact The Manager at 20 Queen Victoria Street, Reading 0734 596677 Or the PQE Specialist advising on this appointment on 071-489 9997

## SURREY

## £25,000 + car

## Treasury Analyst

An excellent opportunity to join a European subsidiary of one of the largest industrial companies in the world. You will perform broad treasury reviews at various European locations, provide asset management analysis and undertake special project studies in tax and treasury areas. Ref: 22206B3

Contact The Manager at 26 Commercial Way, Woking 0483 771445 Or the PQE Specialist advising on this appointment on 071-489 9997

## SURREY COAST £30,000

## UK Financial Controller

A superb opportunity to join a major FMCG manufacturer as its Financial Director Designate. The company possesses several well-known brands and wholly owned subsidiaries across the world. The position is based at the main production facility and requires strict financial management and strategic planning. Ref: 68363

Contact The Manager at 133 Queens Road, Brighton 0273 207710 Or the PQE Specialist advising on this appointment on 071-489 9997

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## PLANNING CONTROLLER

£30,000

+ car + Benefits

Our Client, a multi-national Blue Chip organisation engaged in the manufacture of industrial products, currently seeks a key individual to strengthen its management team.

Reporting to the Finance Director and working within a small head office finance function, you will be responsible for monitoring and analysing divisional performance.

Preparing the annual budget, you will provide financial support and advice to the operations worldwide. In addition there will be a substantial element of international project work which will involve some travel.

The ideal candidate will be professionally qualified, aged 27-30, with strong management and accounting skills. Equally important is a confident personality and the ability to liaise at all levels.

Please apply directly to Colette Harrison at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 071-836 3545, or evenings on 081-771 6457. Alternatively, fax your details on 071-836 4942.

Financial Recruitment Specialists  
London · Birmingham · Windsor · Manchester · Bristol  
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## FINANCIAL CONTROLLER

Wimbledon, SW19

Salary to £30,000  
+ car + Benefits

A leading Wholesaler of Designer Dresses has a vacancy for a qualified Chartered Accountant, with good computer knowledge and a commercial flair. A key challenge to accept total responsibility for the finance function, improve financial reporting and develop computer systems in a rapidly expanding plc subsidiary. The successful candidate will have to be a self-starter, hands-on manager with enthusiasm and commitment.

The Administration Department is situated in Wimbledon and the job involves all aspects of financial and management accounting in an autonomous subsidiary of a public company. Reporting to the Managing Director and the management team, they will require timely accurate management information to discuss and agree marketing strategies at an exciting stage in the company's growth (£10 million turnover). The opportunity for early appointment as Finance Director will depend on a period of successful performance in this challenging role.

Please reply by sending your C.V. to The Finance Director  
The Elms, 26, Broad Street, Wokingham, Berks., RG11 1AB

DIRECTOR  
FINANCIAL OPERATIONS

C. London

Part of a major US Corporation, our client is a successful international group, with a well-deserved reputation for quality. Operating worldwide, it manufactures and markets technologically advanced instrumentation and control systems for the automotive and industrial automation sectors.

This is a new appointment resulting from the rapid expansion of the business through acquisition, joint ventures and internally generated growth. The Director Financial Operations will work closely with the Group Managing Director and provide him with financial support in the management and development of the business. Responsibilities will include establishing business plans for the operating companies and reviewing their performance; integrating new subsidiaries and developing their systems to meet US requirements; evaluating investment and marketing plans and providing a financial troubleshooting facility.

£45,000 + bonus + car

This is a challenging, high profile position which will require a top-flight individual with flexibility, drive and commitment. Candidates should be qualified accountants of graduate calibre with self-confidence, discretion and board level credibility. Probably in your mid/late 30's, you will have sharpened your financial and commercial awareness in both head office and operating company environments. You will be comfortable in an international setting and familiar with US reporting requirements. Successful performance in this exciting and demanding role will provide a stepping stone into general management.

Please reply in confidence, giving concise career, personal and salary details to Paul Carvassos, quoting Ref: L525.

Egor Executive Selection  
58 St. James's Street  
London SW1A 1LD 071-629 8070

EGOR  
EXECUTIVE  
SELECTION

Financial Controller  
East Midlands

to £35,000 + car + benefits

The UK subsidiary of an internationally renowned manufacturing group, is seeking an experienced professional to fill this demanding role.

Reporting directly to the Managing Director, you will join an entrepreneurial team with ambitious plans for increasing its already dominant position within a highly competitive industry sector.

In addition to controlling the finance function, you will participate fully in the

development of the company and will be expected to contribute to the determination of accounting policies at a group level.

Applicants must be qualified accountants with an excellent track record ideally including manufacturing industry. Importantly, they should have commercial flair, good leadership and communication skills and the maturity to work at a senior level.

This is an excellent career opportunity to work with such a well respected company.

Price Waterhouse

CHIEF ACCOUNTANT  
SUSSEX BASED

£30K

We are a fast moving international company with a turnover of £30m, and are market leaders in the supply of human resources to our multinational clients.

The need has arisen for a high calibre qualified accountant to undertake an influential role within our Finance Department.

We are looking for someone around 27 - 35 with drive, the ability to identify and initiate change and develop and lead a team. Candidates must have a good computer literacy, a confident personality and be able to liaise at a high level.

This position carries an opportunity to develop into a more senior role and we can offer added value external training where appropriate.

Please write with c.v. to:  
Jan Homewood, Corporate Human Resources Manager  
Eurolink Group Plc, Blenheim House,  
56 Old Steine, Brighton BN1 1NL

EUROLINK  
GROUP PLC

Important new project-driven role with major International Group  
SENIOR FINANCE EXECUTIVE

London

£45,000 + Car  
+ Benefits

Our client is a substantial International Group with diverse interests worldwide, ranging from transportation to leisure and property development.

Having completed a period of major re-structuring and with substantial funds available for further expansion, they now wish to recruit an experienced finance professional to join their senior financial management team.

Reporting to, and working closely with the Finance Director, you will be given responsibility for a wide variety of projects both of a strategic and operational nature. You will be expected to make a major input to business reviews, investment proposals and acquisition studies, as well as undertaking selected financial and management tasks on behalf of the Finance Director.

Central to your success in this demanding role, with its emphasis on special assignments, will be your ability to provide a flexible and practical response, based on sound financial and business judgement, to the Group's complex and rapidly changing commercial needs.

You will be a Chartered Accountant, aged 35-45, with a strong financial and technical background most likely gained in a major International practice, and with significant and varied commercial experience including some international exposure. A high level of commitment and well-developed interpersonal and communications skills are pre-requisites.

For further information, or to be considered for this role, please call Neil Wax or Paul Goodman on 071-387 5400 (out of hours on 081-445 0666 or 0923 226489) or send your full C.V. with latest salary details, quoting ref 10238, to: Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN. Fax: 071-388 0857.

## Major Innovation in Consumer Electronics

## FINANCIAL CONTROLLER

Central London

£32,000 + Car + bonus + benefits

Our client is a recognised leader in the provision of state of the art technology to the consumer markets. With substantial corporate funding they are now poised to compound on their initial success by better penetrating the UK market thus increasing their overall market share.

In order to widen the breadth and depth of experience within the management team the organisation is now keen to appoint a Financial Controller who will play an important role in the development of the finance function and the impact it has on the broad based development of the company.

As a qualified Chartered Accountant, aged 28-32, you should already possess a strong technical background gained from working within a fast moving 'technology driven' company. The position will offer excellent career potential in what is widely regarded as one of the rising stars in high technology.



Interested applicants should contact Charles Austin quoting Ref A. 592, at Mervyn Hughes International Ltd, Management Recruitment Consultants, 63 Mansell Street, London E1 8AN. Tel: 071 488 4114.

## FINANCE MANAGER

London N.19 c. £28,000 + car

Our client is a supplier of temporary personnel to the building, electrical and mechanical market sectors, and also has plans to diversify into other areas.

They are seeking to recruit a Finance Manager, reporting to the Managing Director, who will run the Company's day to day financial operations.

The successful candidate will ideally be a young computer literate qualified accountant, who has some experience in the field of credit control. You will have a confident, assertive personality, and possess strong communication skills.

Please send your C.V. with salary history to Mr. C.D. Carr.

Fraser & Russell  
Chartered Accountants  
Corporate Development Service  
4 London Wall Buildings  
Bleeding Street, London EC2M 5NT.

ICE GROUP OF COMPANIES

wish to recruit

a

CORPORATE ACCOUNTANT

We are looking for a qualified accountant who has had experience in the following areas:

Consolidation of management and financial accounts within a diverse group. Taxation matters involving compliance with all statutory requirements and planning; the principal involvement will be with UK tax although there will be increasing international involvement in Tax affairs which will include the raising of finance, managing currency exchange risk and controlling liquidity. Developing management information systems and providing advice to the Group's General Managers. The ICE Group are involved in leasing equipment to the marine industry, providing support services to the offshore oil and gas industry and container manufacturing.

The Corporate Accountant will be responsible to the Group Deputy Chairman.

Applications to: Mr. J. Regan, Managing Director  
ICE Group of Companies  
177 Knightsbridge  
London SW1 1RS